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Corporate Plan 2015-16: Mid-Year Update

Annual priorities and investment planning to 2019-20



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Introduction

Purpose

Industry Canada's Corporate Plan is a comprehensive document that integrates investment planning, business planning, as well as risk management and human resourcing strategies. The result is a clear articulation of the Department's direction and business priorities over the next five years which describes and puts into context investments in assets, acquired services and projects which are affordable and achievable. In so doing, the Corporate Plan contributes to the Department's compliance with the Treasury Board Policy on Investment Planning – Assets and Acquired Services and Policy on the Management of Projects, and their associated standards. The Plan also complements other departmental planning and reporting documents, including the annual Report on Plans and Priorities, by demonstrating how Industry Canada's capital and operational investments contribute to broader departmental and government priorities. The information contained in this document also draws upon Industry Canada's annual Information Technology (IT) plan, its Organizational Project Management Capacity Assessment (OPMCA) and a variety of corporate systems, processes and tools.

Contents of the Plan

The Corporate Plan is developed annually by leveraging information provided by Sector Heads through the departmental Integrated Planning and Reporting Process, which is further discussed and endorsed by senior governance committees, including the Departmental Management Committee, the Director General Policy Committee, the Director General Management Advisory Committee, the Investment Board and Investment Oversight Committee.

The information is presented according to the Department's three Strategic Outcomes, with a fourth section on Internal Services. For each, the Plan:

- outlines the main objectives,
- provides a financial overview of spending and investment trends,
- provides details on departmental priorities and key milestones, and
- describes planned investments, corporate risks and human resource strategies.

To increase accountability, the Plan is formally monitored and reported on twice a year. A mid-year report allows senior management to track progress and make any required adjustments. An end-of-year report accounts for performance against annual priorities and milestones; it also provides insight into future directions by identifying activities that will carry on into the following year.

Details regarding Industry Canada's Integrated Planning and Reporting Process and its Investment Planning Framework can be found in Annex 1. Details of the Investment Planning Performance Measurement Strategy can be found in Annex 3.

Industry Canada Context

Operating Environment

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.

In keeping with its mandate, the Department undertakes policy development, research and analysis, regulatory compliance, program delivery and internal services. These activities 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, 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.

Vision

- Building a Prosperous and Innovative Canada

Mission

- Industry Canada creates a strong business environment that promotes competition, instilling investor and consumer confidence. We do this by encouraging innovation, supporting business and creating a fair, efficient marketplace.

Mandate

- Industry Canada helps make Canadian industry more productive and competitive in the global economy, thus improving the economic and social well-being of Canadians.

Departmental Governance

Industry Canada's governance model ensures senior officials are able to exercise their responsibility for sound and strategic management of the Department's affairs. The Department has adopted an integrated approach to governance in which departmental priorities, resources, and activities are aligned, and both individual and collective accountabilities and responsibilities are reflected. Under this model, corporate governance structures and processes, including senior departmental committees and the Department's Integrated Business Planning cycle, are the means through which senior management exercises its responsibility to set priorities, manage change, and make strategic decisions about investments and resources. The investment planning regime is further designed to provide ongoing and comprehensive oversight of investments throughout their life cycle. See Annex 1 for details on Industry Canada's Governance Framework.

IC's First Investment Planning Cycle

The 2012-13 to 2016-17 Investment Plan represented a total of \$236,246,400 in planned spending to be sourced from Industry Canada's reference levels. Overall, highest priority was given to investments that demonstrated the greatest overall value to the Department and Canadians in terms of their contribution to programs and operations. As well, all investment decisions were made in line with the accountabilities, structures and processes governing the planning and oversight of investments throughout their life cycle. Planned spending on major acquired services (above \$500,000) represented 60% of total planned spending, while projects represented 28% and assets (above \$500,000) represented 12%.

Investments included in the 2012-13 to 2016-17 plan were focused on ensuring personnel were well-equipped to meet new legislative requirements, program responsibilities and Government priorities; maintaining and enhancing the efficiency, performance and management of programs and services; and, maintaining Industry Canada's capital assets and infrastructure in line with Government directions.

Over the 2012-13 to 2014-15 period, spending on major acquired services provided basic functionality and supported departmental operational and program requirements. Acquired assets largely included vehicles, machinery and equipment to support the operations of the Communications Research Centre, the Spectrum Management Program and Measurement Canada. Five major projects above \$1 million were completed: the IT enablement of the *Canada Not-for-profit Corporations Act*, an upgrade to the departmental human resource management system, an upgrade to the integrated financial management system; the creation of a departmental Business-based Classification Structure; and the creation of a pilot e-Service to business portal. In addition, 14 projects under \$1 million were also completed which provided program areas with increased IT functionality to support operations, and the delivery of programs and services.

As per the Performance Measurement Strategy for the Industry Canada Investment Plan 2012-13 to 2016-17, performance data was used to determine how well the Plan functioned as a strategic management tool by measuring progress toward expected results. Monitoring and evaluation also confirmed that Industry Canada's investments supported the Department's capacity to deliver its programs and services; all projects and major acquisitions demonstrated clear linkages with the Department's PAA and Corporate Risk Profile. The frequency of informational emails, meetings with the Integrated Planning Working Group and PMNet, as well as presentations to senior committees regarding investment planning and project management policies was also adequate to ensure sustained knowledge and awareness of related roles, responsibilities, and requirements.

Over the course of the Department's first investment planning cycle, regular assessments of practices underscored the importance of ensuring strong alignment between the governance structure and the integrated planning process to ensure investment decisions were in-line with established priorities, as well as effective monitoring, course correction and reporting on performance.

Strategic Objectives and Priorities 2015-16 to 2019-20

Alignment with Government of Canada Strategies

Industry Canada's strategic objectives and priorities over the 2015-16 to 2019-20 period are aligned with Government of Canada's strategies, including the *Forward in Science, Technology and Innovation Strategy*, *Digital Canada 150* and the *Federal Tourism Strategy*. Moreover, the Plan also aligns with the goals of Blueprint 2020.

The 5 Year Horizon

Major planned investments¹ over the 2015-16 to 2019-20 period represent a total of \$384.7 million, to be sourced from Industry Canada's reference levels. This includes \$108.6 million in 2015-16, \$81.9 million in 2016-17, \$73.1 million in 2017-18, \$63.2 million in 2018-19 and \$58.0 million in 2019-20² (see tables below). Spending on major acquired services (>\$500 thousand) are expected to represent 69%³ of total planned

¹ As per the TBS *Policy on Investment Planning – Assets and Services*, an investment "is the use of resources with the expectation of a future return, such as an increase in output, income or assets, or the acquisition of knowledge, or capacity." Major planned investments include acquired services and assets above \$500,000 and projects above \$250,000.

² Totals may not add due to rounding.

spending on investments, while projects are expected to represent 26% and assets (>\$500 thousand) are expected to represent 6%. A profile of Industry Canada's current asset base is provided in Annex 4.

Total Investments in Major Acquired Assets and Services, and Projects⁴

	2015-16	2016-17	2017-18	2018-19	2019-20	TOTAL
Assets	\$3,861,966	\$4,191,966	\$4,736,966	\$4,361,966	\$4,416,966	\$21,569,830
Services	\$52,640,767	\$52,312,129	\$53,225,961	\$52,791,067	\$53,544,963	\$264,514,887
Projects	\$52,082,400	\$25,348,269	\$15,138,854	\$6,007,100	-	\$98,576,623
TOTAL	\$108,585,133	\$81,852,364	\$73,101,781	\$63,160,133	\$57,961,929	\$384,661,339

Total Investments in Assets, Services and Projects by Strategic Outcome⁵

	2015-16	2016-17	2017-18	2018-19	2019-20	TOTAL
The Canadian marketplace is efficient and competitive	\$86,330,193	\$69,081,541	\$65,125,400	\$59,718,860	\$55,058,041	\$335,314,034
Canadian businesses and communities are competitive	\$1,800,721	\$592,040	\$415,000	\$415,000	\$415,000	\$3,637,761
Supporting the Department (Internal Services)	\$20,454,219	\$12,178,783	\$7,561,381	\$3,026,273	\$2,488,888	\$45,709,544
TOTAL	\$108,585,133	\$81,852,364	\$73,101,781	\$63,160,133	\$57,961,929	\$384,661,339

³ This figure includes major internal cost recovery items (i.e. above \$500,000 over 5 years) that recovered at a rate of 100% by another Industry Canada sector.

⁴ Total investments expressed in this table do not reflect Industry Canada's total planned spending. For information regarding total planned spending, consult the Financial Overview sections for each strategic outcome.

⁵ Total investments expressed in this table do not reflect Industry Canada's total planned spending. No major investments are planned under the strategic outcome "Advancements in science and technology, knowledge, and innovation strengthen the Canadian economy", as most spending takes the form of grants and contributions (G&Cs) to key industrial sectors and institutions. For information regarding total planned spending, consult the Financial Overview sections for each strategic outcome.

The 2015-16 Agenda

The corporate priorities for 2015-16 were established based on Government decisions and priorities, which are reflected in the 2015-16 Report on Plans and Priorities, and informed by senior management discussions held in fall 2014. These include auctioning spectrum in the 2,500-MHz band to support increasing demand for new wireless technologies and services, implementing the Science, Technology and Innovation Strategy, maximizing the industrial benefits arising from federal defence and major coast guard procurements, and helping attract and retain business research and manufacturing in Canada.

As part of the Department's proactive approach to limiting potential risks, areas of focus were identified and assessed during the integrated planning process. Action plans were also developed to limit and mitigate risks in areas related investment review, program delivery as well as various skills and internal capacity issues related to medium-to-long term planning and transformation initiatives.

On the management side, Industry Canada's plans and priorities will continue to be grounded in sound management practices, designed to improve the efficient and effective delivery of programs and operations.

More specifically, in 2015-16, the Department will focus on management initiatives that will nurture an environment of innovation and collaboration, in accordance with the goals of Blueprint 2020. This will include strengthening the use of both official languages, improving the reach of our internal communications, and implementing enabling technologies to better support mobility and remote access. Together, such initiatives will help employees collaborate and remain engaged and committed to the achievement of the Department's objectives.

In addition, IC's annual resourcing strategy supports the achievement of IC's business priorities. The resourcing priorities for 2015-16 are to:

- optimize the strategic use of the Public Service Commission's (PSC) post-secondary recruitment program to staff EC, CO, PM and other applicable entry-level positions;
- optimize use of PSC pools to staff AS-01 and CR-04 positions;
- maximize use of collective staffing processes at IC; and
- make more effective use of student hiring programs (FSWEP and COOP) and the student bridging mechanism.

Industry Canada 2015-16 Priorities

The Canadian Marketplace is Efficient and Competitive

- Auction spectrum in the 2,500 MHz band to support increasing demand for new wireless technologies and services
- Collaborate with federal, provincial and territorial counterparts to reduce or eliminate barriers to the free movement of people, goods, services and investment within Canada and to establish an open, efficient and stable domestic market.
- Increase opportunities for Canadian firms to thrive in competitive, open markets through an effective and efficient regulatory framework and sound digital infrastructure
- Deliver on the consumer commitments in Budget 2014 related to addressing the Canada-U.S. price gap and implementing the Made in Canada consumer awareness campaign.
- Focus on outreach tools to support Canadian businesses and align Canadian intellectual property laws with international administrative practices.
- Implement the Canada and European Union Comprehensive Economic and Trade Agreement.

Advancements in Science and Technology, Knowledge and Innovation

- Implement the Science, Technology and Innovation Strategy.
- Facilitate support for business innovation by implementing Budget measures.

Canadian Businesses and Communities are Competitive

- Extend and enhance access to broadband services in rural and northern communities through Connecting Canadians.
- Take a whole-of-government approach to supporting Canadian industry by helping attract and retain business research and manufacturing, and increase participation in global value chains.
- Maximize the industrial benefits arising from federal defence and major coast guard procurements.
- Work collaboratively with provincial and territorial partners and other federal departments to expand the BizPalL service across Canada through the participation of additional municipalities.
- Explore potential departmental uses of Big Data.

Management

- Effect culture change within Industry Canada in accordance with the goals of Blueprint 2020 by delivering on management initiatives that nurture an environment of innovation and collaboration and improve the efficient and effective delivery of programs and operations.

STRATEGIC OUTCOME 1: THE CANADIAN MARKETPLACE IS EFFICIENT AND COMPETITIVE



Objectives

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, insolvency, foreign direct investment, competition, federal incorporation, intellectual property and trade measurement.
- Collaborating with other federal, provincial and territorial counterparts to develop and conclude internal and international trade agreements.
- Providing tools for informed consumer decisions, and reflecting their interests in policymaking.
- Increasing compliance with the *Competition Act* and labelling statutes through strong, 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.

Financial Overview

Financial Resources 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 2015-16 in support of the Strategic Objective "The Canadian marketplace is efficient and competitive."

Item	Planned Spending ⁶	Authorities Available for Use at Period 5 ⁷		Human Resources (FTE)
	2015-16 (000s)	2015-16 (000s)	% spent	2015-16 Actual
Operating	191,005	357,694	33%	2,833
Capital	14,873	19,426	36%	18
Grants and Contributions	7,133	7,133	68%	
TOTAL	213,011	384,253	35%	2,851

At Period 5, 35% of the available funding was spent. This is consistent with our expectations as the majority of the funding in this Strategic Outcome (SO) is used to pay for salary and most of the non-salary commitments are usually finalised in the second part of the fiscal year.

Current authorities in Operating and Capital are higher than the planned spending figures due to:

- Inclusion of CIPO's unused authority in the current operating authority.
- Additional funding received from the departmental budget carry forward to carry out various investments such as Spectrum Application Modernization, Federal Infrastructure Projects, Health and Safety, and Equipment.

Planned Investments in Projects, and Major Asset and Service Acquisitions

Item	2015-16 (000s)	2016-17 (000s)	2017-18 (000s)	2018-19 (000s)	2019-20 (000s)	TOTAL
Assets	2,485	3,585	4,130	3,755	3,810	17,765
Services	49,682	49,945	50,988	50,524	51,248	252,386
Projects ⁸	34,164	15,552	10,008	5,440		65,163
TOTAL⁹	86,330	69,082	65,125	59,719	55,058	335,314

⁶ As presented in the 2015-16 Report on Plans and Priorities (RPP), planned spending reflects funds already brought into the Department's reference levels as well as funds authorized up to February 1, 2015. Planned spending has not been adjusted to include Budget 2015 information, which was unknown at the time of the 2015-16 RPP preparation.

⁷ CIPO's unused authority of \$172 million is included in the Current Authority amount, in order to compare with the other published financial documents such as Public Accounts and Departmental Performance Report. This unused authority represents the accumulation of the annual authorities since the creation of the CIPO revolving fund in 1994. The planned spending numbers as presented in the 2015-16 Report on Plans and Priorities do not include the unused authority. Therefore, the % spent in the above table was calculated by excluding CIPO's unused authority.

⁸ The information presented covers planned project costs for the next five years (2015-16 to 2019-20), which may not represent the total project cost since additional spending may have taken place prior to 2015-16.

⁹ Totals may not add due to rounding.

Priorities

Outlined in the table below, the 2015-16 priorities are aimed at ensuring Canadian businesses can respond to the demands of the modern marketplace and that Canadians are connected to, protected in and benefit from the digital economy. This is intended to support consumer and investor confidence, and help stimulate economic growth.

2015-16 Corporate Priorities	Key Milestones	Linkages ¹⁰			Status ¹¹		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
Auction spectrum in the 2,500-MHz band to support increasing demand for new wireless technologies and services.	Completed the 2500 MHz auction, which began on April 14 and ended on May 5. The list of provisional winners was published on IC's internet site on May 12. Final payments were received on June 24 and Spectrum licences were issued shortly after. The final results are also available online.	▲	▲		○	☑	
Collaborate with federal, provincial and territorial counterparts to reduce or eliminate barriers to the free movement of people, goods, services and investment within Canada and to establish an open, efficient and stable	<p>Advance negotiations with provinces and territories with a view to comprehensively renewing Canada's Agreement on Internal Trade.</p> <ul style="list-style-type: none"> Constructive discussions are proceeding with provinces and territories, with a view to concluding negotiations in 2016, subject to sustained engagement by all governments. 				○	○	➡

¹⁰ Linkages Legend:



An investment item, corporate risk or human resource strategy is related to the key milestone, and details are provided in subsequent sections.

¹¹ Status Legend:



On track/proceeding as planned



Some delays/cost overruns/other challenges



Significant delays/cost overruns/other challenges



Completed



On track/proceeding as planned, and is expected to continue into 2016-17



Some delays/cost overruns/other challenges, and is expected to continue into 2016-17



Significant delays/cost overruns/other challenges, and is expected to continue into 2016-17

2015-16 Corporate Priorities	Key Milestones	Linkages ¹⁰			Status ¹¹		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
domestic market.							
Increase opportunities for Canadian firms to thrive in competitive, open markets through an effective and efficient regulatory framework and sound digital infrastructure.	<p>Advance and protect Canadian telecommunication and information and communications technology interests and priorities at the International Telecommunication Union (ITU) World Radiocommunication Conference 2015 (WRC-15) scheduled from November 2 to 27, 2015.</p> <ul style="list-style-type: none"> Ministerial approval was granted on July 31, 2015 for the Canadian delegation to attend WRC-15. Canada hosted an Inter-American Telecommunication Commission (CITEL) Permanent Consultative Committee II (PCC.II) meeting in Ottawa from August 17 to 21, 2015. Work continues on the WRC-15 strategy and is on track to be completed by October 2015. 		▲		○	○	☑
	<p>Implement Digital Canada 150. Key milestones for 2015-16 include:</p> <ul style="list-style-type: none"> Amended the <i>Personal Information Protection and Electronic Documents Act</i> (PIPEDA) through the <i>Digital Privacy Act</i> (Bill S-4) to modernize the privacy regime to better protect consumer privacy and build trust in electronic commerce. The Bill came into force upon Royal Assent on June 18, 2015. Maintained and evaluated, on an ongoing basis, outreach materials to ensure they remain relevant and up to date for business. Monitored and evaluated business and consumer awareness and feedback of 				○	○	➡

2015-16 Corporate Priorities	Key Milestones	Linkages ¹⁰			Status ¹¹		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	<p>Canada's Anti-spam Legislation and its implementation by the enforcement agencies.</p> <ul style="list-style-type: none"> Released Transparency Reporting Guidelines on June 30, 2015. Released Digital Canada 150 2.0 on July 15, 2015 through social media (i.e., Twitter, LinkedIn, IC Facebook page). New initiatives include: increased funding for the Computers for Schools program, mentoring for young entrepreneurs, investments in innovation and in research and development, and securing Canada's networks. Developed a research agenda, with a focus on intellectual property, Canadian retailers, incubators and accelerators, changing consumer behaviour and the role of government. 						
	Analyze, on an ongoing basis, Canada's communications infrastructure under <i>Digital Canada 150</i> .				○	○	➡
	Analyze, on an ongoing basis, the structure of the Canadian wireless industry, including competitive intensity and investment, and identify potential impacts of policy options.				○	○	➡
	<p>Review, on an ongoing basis, the laws to strengthen the Competition Bureau's ability to more effectively deter anti-competitive and deceptive conduct and promote competition to the benefit of Canadians.</p> <ul style="list-style-type: none"> Established an internal Bureau working group to look at the need to reform the Restrictive Trade Practices Provisions of the <i>Competition Act</i>. The working group is 				○	○	○

2015-16 Corporate Priorities	Key Milestones	Linkages ¹⁰			Status ¹¹		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	aiming to deliver its final report and recommendations to senior management in the Fall of 2015.						
	Engage in competition advocacy in respect of regulated sectors through regulatory interventions, market studies and other advocacy initiatives: <ul style="list-style-type: none"> The Bureau provided submissions to consultations led by the Canadian Radio-television and Telecommunications Commission regarding video-on-demand undertakings and the development of a wholesale code of conduct for Canada's broadcasters. A submission was also provided to the Department of Finance Canada regarding the oversight of national payment systems. Confidential advice was also provided to a provincial regulator, which regarded the implementation of pro-competitive policies in a provincially regulated sector, and to a federal regulator, which supported a greater focus on the competitive impact of federal rules in a regulated sector. 				○	○	○
Deliver on the consumer commitments in Budget 2014 related to addressing the Canada-U.S. price gap and implementing the Made in Canada consumer awareness campaign.	As a result of the federal election call, the <i>Price Transparency Act</i> died on the Order Paper. 2015-16 activities associated to the legislation have ceased.			▲	○	◎	◎
	The Made-in-Canada (M-i-C) initiative is currently suspended ¹² . However, Industry Canada is prepared to assist a steering committee to conduct cross-Canada consultations on the viability of a M-i-C					○	◎

¹² Planned spending related to this milestone is reflected under Strategic Outcome 3 "Canadian businesses and communities are competitive".

2015-16 Corporate Priorities	Key Milestones	Linkages ¹⁰			Status ¹¹		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	program should the government wish to re-establish this initiative as a priority in the future.						
Focus on outreach tools to support Canadian businesses and align Canadian intellectual property laws with international administrative practices.	<p>Modernize Canada's Intellectual Property (IP) framework by reducing red tape:</p> <ul style="list-style-type: none"> Completed the review of responses received through the consultation on the report entitled Modernizing the IP Community. Preparations are underway for consultations on a code of ethics and oversight mechanism for IP agents. Work to increase harmonization through international and regional collaboration initiatives continues with participation at WIPO committees, attendance at meetings of the APEC Intellectual Property Experts Group (August 2015) and the WIPO General Assemblies (October 2015), which will include bilateral and multilateral meetings with other IP office heads. Implementation of performance improvement plans (PIP) is continuing within each product line. Overall turnaround times for issuing IP rights, and inventory levels are decreasing. Delays are expected within the Trademarks Branch as the PIP target was set based on the premise that the new legislation (C-31) would be implemented in June 2015. Although the Trademarks Branch is still aiming to achieve the target, more time is needed to assess the benefits of the LEAN exercise and various new tools designed to help improve individual examiner performance. 	▲			○	○	○
					○	○	○
					○	○	○
					○	⊙	⊙➡

2015-16 Corporate Priorities	Key Milestones	Linkages ¹⁰			Status ¹¹		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	<p>Modernize Canada's Intellectual Property (IP) framework to better align it with international practices:</p> <ul style="list-style-type: none"> The implementation of the IP treaties and the publication in Gazette 1 has been delayed due to a number of factors including the User Fee Act (UFA) process and additional work in developing regulatory drafting instructions and detailed business requirements. This has resulted in a staggered implementation timeline of 2017 for Patents and 2018 for Trademarks and Industrial Designs. The UFA process on Patents and Trademarks was delayed for several months, but is expected in March 2016. Several consultations with stakeholders on the proposed Industrial Design, Trademark and Patent Regulations have occurred following Royal Assent in 2014 and are planned to resume following the election until the end of fiscal year. 	▲			○	◎	◎➔
	<p>Develop new business services and expand outreach activities to increase awareness of the importance of IP for business success.</p> <ul style="list-style-type: none"> The development and testing of new business services is underway. First release to market is expected for Q3/Q4. Completed a proposal for a national awareness/education campaign to educate business and other key stakeholders on the importance of IP and available government support. The first phase of the campaign is being implemented. The staffing of regional business development officers underway. A series of 			▲	○	◎	○
					○	○	○
					○	○	○

2015-16 Corporate Priorities	Key Milestones	Linkages ¹⁰			Status ¹¹		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	new partnership and outreach activities are being implemented to address the needs of SMEs.						
	<p>Work with Canadian Heritage to conduct research and analysis in preparation for 2017 Copyright Review.</p> <ul style="list-style-type: none"> Preparation is underway for a research proposal to the Council of Canadian Academies (CCA) on the topic of unauthorized online uses of copyright content (UOUC). The proposal is expected to be submitted in spring 2016. If accepted, the CCA would research the determinants, extent and effects of UOUC to support further copyright policy for the digital economy. IC is co-sponsoring a study, expected to be completed by March 2016, assessing quantitatively the processes at the Copyright Board of Canada, and comparing them with other similar regulatory authorities. Increased efficiencies in these processes would enhance the marketplace framework for businesses in the digital economy. IC entered into a partnership with the Faculty of Law of McGill University whereby supervised research will be undertaken by students on policy topics relevant to the 2017 Copyright Act Review. Research reports will be presented in Ottawa in December 2015. 				○	○	➡
Implement the Canada and European Union Comprehensive Economic and Trade	As the implementation of CETA is outstanding, the commitment to increase the net benefit review threshold under the <i>Investment Canada Act</i> (ICA) to \$1.5 billion is unlikely to be operationalized before the end of 2016-17.				○	⊙	➡

2015-16 Corporate Priorities	Key Milestones	Linkages ¹⁰			Status ¹¹		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
Agreement (CETA).	<p>Contribute to and advance work related to the implementation of the intellectual property provisions of the Agreement, including those related to pharmaceutical patents and geographical indications.</p> <ul style="list-style-type: none"> Drafting of legislation in order to implement the CETA obligations has begun. Conducted initial consultation with stakeholders. 				○	○	➡
	<p>Respond to all content certification requests for Canadian and European Union vessels once CETA amendments to the Floating Plant Clause in the Coasting Trade Act come into force. Pending CETA implementation, start date may be later than 2015-16.</p>				○	○	➡

Investment Items

The following tables present an overview of planned major investments in assets, services and projects. Detailed information on the items can be found in Annex 5. Estimated costs may have changed since the previous fiscal year as a result of changes to operational requirements, and as project plans proceed through the Stage-Gate framework (see Annex 2). Footnotes are provided as appropriate to explain the more significant changes.

Major Investments by Category

Assets > \$500K

Description	Lead Sector	2015-16 Planned Cost	Total Planned Cost (5 years)	Duration (FY to FY)
Communications Research Centre (CRC) Research Software Renewal	SITT	\$600,000	\$3,000,000	2015-16 to 2019-20
Fleet Acquisition and Replacement				
Measurement Canada	SBTMS	\$400,000	\$1,480,000	2015-16 to 2019-20
Communication Research Centre	SITT	\$100,000	\$1,470,000	2015-16 to 2019-20
Spectrum Management Program	SITT	\$150,000	\$600,000	2015-16 to 2019-20
Machinery and Equipment				
Measurement Canada	SBTMS	\$200,000	\$1,675,000	2015-16 to 2019-20
Communication Research Centre	SITT	\$585,000	\$4,750,000	2015-16 to 2019-20
Spectrum Management Program	SITT	\$450,000	\$5,090,000	2015-16 to 2019-20

Services > \$500K

Description	Lead Sector	2015-16 Planned Cost	Total Planned Cost (5 years)	Duration (FY to FY)
Development of the Internal Trade Barriers Index	SPS	\$466,500	\$898,224	2014-15 to 2016-17
Public Prosecution Service of Canada (PPSC) services for Office of Superintendent of Bankruptcy	SBTMS	\$1,200,000	\$6,290,000	2015-16 to 2019-20
Department of Justice Legal Services for Office of Superintendent of Bankruptcy	SBTMS	\$710,000	\$3,813,000	2015-16 to 2019-20
CIO Software Maintenance Plan for Corporations Canada ¹³	SBTMS	\$1,600,000	\$8,000,000	2015-16 to 2019-20
CIO Software Maintenance Plan for NUANS ¹³	SBTMS	\$270,000	\$1,350,000	2015-16 to 2019-20
CIO Services for Corporations Canada and NUANS	SBTMS	CC: \$605,000	CC: \$3,025,000	2015-16 to 2019-20

¹³ ¹³: Indicates an internal cost recovery item, recovered at a rate of 100% by another Industry Canada sector. Additional details are provided in Annex 5.

Description	Lead Sector	2015-16 Planned Cost	Total Planned Cost (5 years)	Duration (FY to FY)
program ↻		NUANS: \$220,000	NUANS: \$1,100,000	
Shared Services Canada Services for Corporations Canada	SBTMS	\$436,000	\$2,180,000	2015-16 to 2019-20
Human Resources Services for Corporations Canada ↻	SBTMS	\$175,000	\$875,000	2015-16 to 2019-20
Shared Services Canada Hosting for Mainframe	CIPO	\$5,230,625	\$25,311,486	2015-16 to 2019-20
CIO services ↻	CIPO	\$15,684,681	\$80,811,663	2015-16 to 2019-20
Shared Services Canada Operating Cost	CIPO	\$5,482,450	\$28,247,045	2015-16 to 2019-20
IT Modernization	CIPO	\$1,245,000	\$6,767,000	2015-16 to 2019-20
Mail Services ↻	CIPO	\$1,055,005	\$5,435,667	2015-16 to 2019-20
IFMS Support Services ↻	CIPO	\$300,000	\$1,545,680	2015-16 to 2019-20
Human Resources Services ↻	CIPO	\$2,015,584	\$10,384,828	2015-16 to 2019-20
Occupancy Instruments	CIPO	\$7,487,597	\$38,448,790	2015-16 to 2019-20
Banking Services	CIPO	\$780,000	\$4,018,768	2015-16 to 2019-20
Translation Services	CIPO	\$2,078,798	\$10,393,990	2015-16 to 2019-20
Legal Services	CIPO	\$1,154,628	\$5,948,952	2015-16 to 2019-20
Strategic Policy Services	CIPO	\$460,000	\$2,370,043	2015-16 to 2019-20
Provision of Spectrum Auction Services for the 700 and 2500 MHz Bands	SITT	\$304,691	\$2,561,347	2010-11 to 2015-16
Provision of Spectrum Auction Services for the 600 MHz Band	SITT	\$300,000	\$1,875,000	2015-16 to 2017-18
Security Services for the Communications Research Centre	SITT	\$420,000 ¹⁴	\$1,620,000	2015-16 to 2019-20

¹⁴ The total for the NMSO call-up for this year is \$1.03 million, of which approx. 60% is cost-recovered from other organizations.

Projects¹⁵

Projects to advance the marketplace over the next five years will be focused on building and maintaining the technological and operational infrastructure required to successfully deliver marketplace regulatory services and support the development of marketplace framework policies. Proposed and active projects above \$250,000 are detailed in the tables below. Smaller projects under \$250,000 aim to implement technology, methodologies and standards to improve or implement Measurement Canada processes, or to remediate aging Measurement Canada applications. They also include CIPO projects to implement changes to Trade-marks Office IT systems to comply with upcoming legislative amendments as well as the development of a client interface to patent correspondence via the web. Additional projects include the automation of the Prime Minister's Awards nomination and selection processes; the implementation of technology, methodology and standards mapped out in the Competition Bureau's Evidence Handling Re-engineering project; and a project to identify the advisability and options for replacing the Investment Review Division's Notification Application Tracking Information System (NATIS).

Projects > \$250,000 – Proposed

Name / Description	Sector	2015–16 Planned Cost	Total Planned Investment Cost ¹⁶	Duration (FY to FY)	Current Stage	Project Health	
						Cost	Schedule
<u>CIPO Client Relationship Management Foundation</u> Establish a CIPO Wide Client Relationship Management (CRM) framework and capability. The first in a series of planned investments for a single CIPO CRM solution to improve the visibility and effectiveness of interactions with the public, agents, current and prospective IP rights holders. The project will establish the CRM solution infrastructure, design and implement client interaction processes within the CRM. It will also define a master client repository specification.	CIPO	\$1,173,597	\$1,028,957	2013-14 to 2016-17	2		 17
<u>CIPO IP Document and File Management</u> Establish and implement a document management solution to handle all documents related to individual IP Case Files.	CIPO	\$1,750,000	\$5,825,000	2014-15 to 2017-18	2		 18
<u>CIPO Modernized IP Case and Workflow Solution for Copyright & Industrial Design</u> Using Government of Canada approved applications, this project will modernize CIPO's Copyright solution, Industrial Design solution (for	CIPO	\$50,000	\$1,703,487	2014-15 to 2018-19	2		

¹⁵ Project information reflects September 14, 2015 Investment Board Decisions.









¹⁶ Planned Project Cost (Stage 3-5).

¹⁷ The completion of a costing and solution options analysis took more time than anticipated. It is now complete and all Stage Gate 2 documents are underway for presentation at the November 24, 2015 Investment Board meeting.

¹⁸ Due to summer holidays and unavailable resources, the high-level business requirements have not been completed. The Project charter will be re-written due to scope clarifications and comments received from the project team. The work breakdown structure, the project schedule, and the PCRA will be developed during the coming months once the Charter is approved.

Name / Description	Sector	2015-16 Planned Cost	Total Planned Investment Cost ¹⁶	Duration (FY to FY)	Current Stage	Project Health	
						Cost	Schedule
both national and Hague System applications) and correspondence generation solution.							
<u>CIPO Modernized IP Case and Workflow Solution for Patents</u> Using Government of Canada approved applications, modernize CIPO's Patent International, National and Correspondence generation solutions by developing end to end IP transaction capabilities that will improve business processes and support ongoing regulatory and business changes.	CIPO	\$1,000,000	\$12,652,000	2014-15 to 2018-19	2	○	○
<u>CIPO Modernized IP Case and Workflow Solution for Trademarks and TMOB</u> Using Government of Canada approved applications, modernize CIPO's Trademarks International, National and Correspondence generation solutions by developing end to end IP transaction capabilities that will improve business processes and support ongoing regulatory and business changes	CIPO	\$50,000	\$4,793,000	2014-15 to 2018-19	2	○	○
<u>CIPO Smart Search</u> This project implements the ability to execute advanced searches of IP-related information (i.e. data and documentation) for both departmental and external parties.	CIPO	\$124,918	\$2,220,000	2016-17	2		
<u>CRC R&D Distributed Computing</u> Migration of CRC's research applications to a sustainable, reliable and scalable hosting solution to be provisioned by SSC. The new environment will provide researchers at CRC access to a high performance computing platform.	SITT	\$400,000	\$400,000	2014-15 to 2015-16	2		
<u>myCIPO Online Services</u> myCIPO Online Services delivers a secure, single point of entry to departmental online services, allowing Innovators and Agents to view, download and upload IP information and interact with CIPO services.	CIPO	\$111,688	\$3,454,314	2016-17 to 2017-18	2		
<u>SBTMS OSB Renewal of Mandatory Counselling</u> The project scope is to create a self-serve website whereby the Debtor, Trustee and Counsellor could authenticate and navigate a self-serve Mandatory Counselling program.	SBTMS	\$625,000	\$275,000	2014-15 to 2016-17	2		
<u>SBTMS OSB Integrated Bankruptcy and Insolvency Records Search</u> Providing a better user experience for external and internal users of the Bankruptcy and Insolvency Search and simplify the online payment capability. Evergreen the legacy technologies by integrating the internal and external systems.	SBTMS	\$625,000	\$350,000	2014-15 to 2017-18	2		

Projects > \$250,000 – Active

Name / Description	Sector	2015-16 Planned Cost	Total Project Cost (Planned) ¹⁹	Duration (FY to FY)	Current	Project Health	
						Cost	Schedule
<p><u>CIPO Electronic Filing of a Patent Application</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.</p>	CIPO	\$1,389,635	\$1,409,441	2013-14 to 2015-16	3		
<p><u>CIPO Integrated Financial System</u> This project will define and implement a solution to permit a single source of financial data and implement the concept of integrating financial and operational data to improve quality and timeliness of information for decision making.</p>	CIPO	\$1,476,000	\$3,421,000	2012-13 to 2016-17	3		
<p><u>CIPO IT Implementation of a Patent International Treaty</u> Amendments to the <i>Patent Act</i> and its regulations are expected in order to align Canada's legislation with an international treaty. Modifications to the existing IT environment is required to comply with the amendments.</p>	CIPO	\$1,382,266	\$1,851,647	2014-15 to 2017-18	3		
<p><u>CIPO IT Implementation of an Industrial Design International Treaty</u> Amendments to the <i>Industrial Design Act</i> and its regulations are expected in order to align Canada's legislation with an international treaty. Modifications to the existing IT environment is required to comply with the amendments.</p>	CIPO	\$1,857,051	\$1,941,371	2015-16 to 2017-18	3		













¹⁹ Planned Project Cost (Stage 3-5).

²⁰ Discussions have begun to determine if it is possible to work on this project at the same time as the legislative intellectual property projects are ongoing, so the project health indicators can return to green.

²¹ CIO, CIPO and CMS have added the resources and durations to the project work breakdown structure. An initial schedule framework with dependencies has been created based on this and is now under development by the stakeholder groups. All three groups are refining their estimates of effort, duration and resourcing for the plan. External dependencies are being identified.

²² The schedule indicator is yellow because the IT project delivery schedule has been review based on a new Department of Justice timeline provided by the project manager.

²³ The schedule indicator is yellow because detailed requirements gathering is more complex than expected. A Business Analysis process has been put in place.

Name / Description	Sector	2015-16 Planned Cost	Total Project Cost (Planned) ¹⁹	Duration (FY to FY)	Current	Project Health	
						Cost	Schedule
<p>CIPO IT Implementation of Bills C-31 and C-8 for Trade-marks Amendments to the <i>Trade-marks Act</i> and its regulations are expected in order to align Canada's legislation with international treaties. Modifications to the existing IT environment is required to comply with the amendments.</p>	CIPO	\$2,533,481	\$5,232,008	2014-15 to 2017-18	3		 24
<p>CIPO Goods and Services Database Re-engineering Expand the Canadian listing with internationally accepted terms to help better align CIPO with other intellectual property offices by supporting the application of Nice Classification as the standard for classifying goods and services in Canada. It will also improve the manual's functionality and usability in support of Canadian businesses.</p>	CIPO	\$230,555	\$451,424	2013-14 to 2015-16	4		
<p>CIPO Telework (Long Term IT Solution) 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.</p>	CIPO	\$546,765	\$632,071	2013-14 to 2015-16	4		 25
<p>CIPO Documents Access System Develop a client interface to provide access to CIPO's prosecution patent correspondence on the web. The project will use an approach that could be used horizontally across the various product lines of CIPO to make documents available to the public. Once the Patent documents are online, CDAS will be sending daily exports of complete search and examination documents to the WIPO CASE system.</p>	CIPO	\$104,748	\$344,344	2013-14 to 2015-16	5		
<p>CRC CIO Desktop Migration Project To migrate all users at CRC to the CIO Industry Canada common desktop.</p>	SITT	\$121,884	\$278,702	2014-15 to 2015-16	5		
<p>CRC Spectrum Analytics Centre Design and build new Spectrum Analytics Centre within existing CRC building.</p>	SITT	\$350,000	\$900,000	2015-16 to 2016-17	3		

²⁴ The schedule indicator is yellow because pre-release development completion has been delayed due to clarification of e-commerce requirements resulting in additional development.

²⁵ The schedule indicator is yellow because alternative solutions are being review to address the latency currently experienced during the opening/saving of files.

Health and Safety The project includes various capital infrastructure investments on the CRC Campus.	SITT	\$6,766,340 ²⁶	\$21,200,000 ²⁷	2011-12 to 2016-17	4	 28	 28
SBTMS NUANS Corporate Name Search Information Technology Modernization Replace the current NUANS technology solution; procure hosting and operations services via a competitive contract.	SBTMS	\$599,916	\$1,863,791	2012-13 to 2015-16	4		
SBTMS Measuring Device Inspection Result Data Entry Automation Measurement Canada is proposing to automate the data entry of inspection results and enable electronic data transfer from private sector ASPs. Allowing the ASPs to perform inspections on MC's behalf would result in a new business process for MC.	SBTMS	\$0	\$1,437,600	2008-09 to 2015-16	5		
SBTMS OSB Compliance Framework Implementation of the revised OSB Compliance Framework requires changes to the business applications.	SBTMS	\$707,207	\$2,742,578	2010-11 to 2016-17	4		
SBTMS OSB Trustee Licencing The OSB wishes to automate the Trustee Licensing process and offer a paperless self-serve system whereby private sector Trustees could apply, monitor the application status, manage changes to their licence and pay annual fees from one electronic location.	SBTMS	\$645,120	\$1,391,842	2014-15 to 2016-17	3		
Spectrum Applications Modernization- Commercial Software Implementation This project was created to replace aging IT applications so as to ensure the integrity of key functions in the Spectrum Management Program.	SITT	\$10,742,166	\$44,570,021	2007-08 to 2015-16	4		 29

²⁶ The \$6.76M planned cost includes the original CRC Health and Safety planned cost of \$6.5M as well as \$250,000 for the CRC Main Entrance Accessibility from the 2014 Federal Infrastructure Initiative.

²⁷ The \$21.2M estimated cost includes the original CRC Health and Safety planned cost of \$19.5M as well as the \$1.7M for the CRC Main Entrance Accessibility from the 2014 Federal Infrastructure Initiative.

²⁸ The cost and health indicators are yellow because the Health and Safety project schedule was extended to March 31, 2017 as a result of the addition of the CRC Main Entrance Accessibility Project, from the 2014 Federal Infrastructure Initiative.

²⁹ The schedule is yellow because there is a minor delay with the 2nd phase launch of Release 1. The overall project key deliverables, dates and target milestone activities remains on schedule within a 20% margin.

Corporate Risks

In addition to the corporate priorities described above, the Department will also take a proactive approach to limiting potential risks under the Strategic Outcome "The Canadian marketplace is efficient and competitive". The Spectrum, Information Technologies and Telecommunications (SITT) sector will implement mitigation strategies related to improving the availability of spectrum to meet demand, implementing the SAM project, promoting Canadian interests in international decisions regarding spectrum management, and updating aging buildings and respective infrastructure/equipment at certain facilities. The Strategic Policy Sector will also implement strategies related to balancing the requirements of the investment review process with the need to promote foreign investment.

See the tables below for further details, and Annex 6 for full information on the related mitigation strategies and action plans.

Category: Reputational and Stakeholder Expectations			
Risk Owner	Risk Rating		
<ul style="list-style-type: none"> Senior ADM, Spectrum, Information Technologies and Telecommunications (SITT) 			
Risk Statement	Initial	Mid-Year	Projected at year end
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 Investments			
Risk Owner	Risk Rating		
<ul style="list-style-type: none"> Senior ADM, Spectrum, Information Technologies and Telecommunications (SITT) 			
Risk Statement	Initial	Mid-Year	Projected at year end
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	Medium	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).			

Category: Capital Infrastructure and Investments			
Risk Owner • Senior ADM, Spectrum, Information Technologies and Telecommunications (SITT)	Risk Rating		
Risk Statement	Initial	Mid-Year	Projected at year end
Aging buildings and related infrastructure/equipment at the CRC campus may create physical health and safety risks for employees, visitors and the environment.	Medium	Medium	Medium
Mitigation Strategy			
CRC created a Health and Safety portfolio of Campus capital projects, directly aimed at reducing these risks. Approval to proceed was received in June 2012, with a projected 4 year timeline to complete the project. 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. The risk will also diminish as CRC's footprint on campus is reduced.			

Category: Reputational and Stakeholder Expectations			
Risk Owner • Senior ADM, Spectrum, Information Technologies and Telecommunications (SITT)	Risk Rating		
Risk Statement	Initial	Mid-Year	Projected at year end
There is a risk that Canada's interests will not be reflected in World Radiocommunication Conference 2015 (WRC-15) decisions.	Medium-Low	Medium-Low	n/a
Mitigation Strategy			
In order to mitigate this risk, the Department will maintain a comprehensive engagement and negotiation strategy with Canadian stakeholders and the administrations of select countries around the world in order to maximize our ability to negotiate favourable spectrum decisions at WRC-15.			







Category: Program Design and Delivery			
Risk Owner • ADM, Strategic Policy Sector (SPS)	Risk Rating		
Risk Statement	Initial	Mid-Year	Projected at year end
There is a risk that the requirements of the investment review process may impact Canada's reputation as being open for business.	Medium-Low	Medium-Low	Medium-Low
Mitigation Strategy			
Consistent application of the <i>Investment Canada Act</i> is the most important mitigation strategy, because stability 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 Investment Review 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 enables the division to be more effective at outreach to key stakeholders (e.g.,			

legal advisers).

The strategic 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. Investment Review works 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.

Human Resource Strategies

In addition to the HR issues related to 2015-16 Corporate Priorities (see table below), program areas under this strategic outcome have identified general human resource issues, needs or requirements related to capacity, learning and employee engagement. Strategies to address these issues include the development of Public Service Employee Survey Action Plans following the release of the 2014 results, increased outreach and communications, as well as talent development.

Sub-Program	Sector	Description of Key HR Issue(s)	Actions to Close Gap/Need	Status		
				Initial	Mid-Year	End of Year
Competition Law Enforcement	CB	Subject to parliamentary approval of the <i>Price Transparency Act</i> , there will be a need to staff specialized technical expertise to ensure that the Competition Bureau ("Bureau") has the capacity to address unjustified cross border price discrimination.	As a result of the federal election call, the legislation died on the Order Paper. Resource needs will depend on the Government's direction on this issue. Should the legislation be re-introduced, the Bureau would reconsider the resource needs.			
Intellectual property	CIPO	There will be a need to quickly deploy additional resources (human and IT) to support the new business services and outreach activities.	Develop a Human Resource Strategy to support the delivery of new business services and outreach activities.			

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



Objectives

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, the Technology Demonstration Program and the Automotive Innovation Fund.

Financial Overview

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 2015–16 in support of Strategic Outcome "Advancements in science and technology, knowledge, and innovation strengthen the Canadian economy".

Item	Planned Spending ³⁰	Authorities Available for Use at Period 5		Human Resources (FTE)
	2015-16 (000s)	2015-16 (000s)	% spent	2015-16 Actual
Operating	19,767	20,132	35%	136
Capital	0	0	0%	
Grants and Contributions	572,244	640,779	47%	
TOTAL	592,011	660,910	47%	136

At Period 5, 47% of the available funding was spent.

The largest spending area of this SO is Grants and Contributions. Current authority for Grants and Contributions is higher than the planned spending mainly due to the new Budget 2015 funding received in Quarter 2 for the following programs:

- Top up for Automotive Innovation Fund (AIF) to support research and development projects in the automotive sector,
- The new Automotive Supplier Innovation Program (ASIP) to support Canadian-based suppliers for projects focussed on demonstrating new technologies in the automotive sector, and
- Renewal of CANARIE and Council of Canadian Academics.

Planned Investments in projects, and major asset and service acquisitions

Most spending to foster the knowledge-based economy takes the form of grants and contributions (G&Cs) to key industrial sectors and institutions. The costs to implement these programs are primarily related to the management and oversight of G&Cs agreements. Therefore, over the next five years, salaries will continue to form the majority of operational spending on programs in this area as no major investments are planned.

Priorities

Outlined in the table below, the 2015-16 priorities are aimed at supporting Canada's innovation performance, creating a competitive environment to guide R&D investments by governments and other stakeholders, and providing financial assistance to encourage firms to take strategic R&D risks. This is intended to help create knowledge-intensive jobs with high wages, contribute to Canada's productivity and prosperity and ensure that Canada is competitive internationally.

³⁰ As presented in the 2015-16 Report on Plans and Priorities (RPP), planned spending reflects funds already brought into the Department's reference levels as well as funds authorized up to February 1, 2015. Planned spending has not been adjusted to include Budget 2015 information, which was unknown at the time of the 2015-16 RPP preparation.

2015-16 Corporate Priorities	Key Milestones	Linkages ³¹			Status ³²		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
Implement the Science, Technology and Innovation Strategy.	Develop and launch a new Digital Research Infrastructure (DRI) strategy to improve science, technology and innovation potential by enhancing the capabilities and efficiency of the digital research infrastructure that supports Canada's academic community. <ul style="list-style-type: none"> An <u>online consultation</u> to solicit responses to a series of questions on DRI-related challenges, needs and opportunities in Canada to inform the development of the strategy began on July 8 and remained open until September 14. DRI consultation meetings between stakeholders and IC officials began in July, but were suspended during the writ period and will resume post-election. 				○	○	➡
	Work with federally supported funding agencies, the post-secondary sector and other research funders to identify and pursue opportunities to reduce the administrative burden associated with				○	⊙	➡

³¹ Linkages Legend:



An investment item, corporate risk or human resource strategy is related to the key milestone, and details are provided in subsequent sections.

³² Status Legend:



On track/proceeding as planned



Some delays/cost overruns/other challenges



Significant delays/cost overruns/other challenges



Completed



On track/proceeding as planned, and is expected to continue into 2016-17



Some delays/cost overruns/other challenges, and is expected to continue into 2016-17



Significant delays/cost overruns/other challenges, and is expected to continue into 2016-17

2015-16 Corporate Priorities	Key Milestones	Linkages ³¹			Status ³²		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	<p>research in Canada.</p> <ul style="list-style-type: none"> Industry Canada has been engaging stakeholders to raise awareness of the commitment and help identify the scope and impact of this burden. Deliberations over possible external advisory group have taken more time than originally envisioned and consultations have been put on hold during the federal election. 						
	<p>Work with the federal granting agencies and science based Departments to prepare an implementation plan to promote Open Science within the academic research community. The plan is expected to be finalized in September 2015.</p>				○	○	○
	<p>Work with the federal granting agencies, Health Canada and the Canada Foundation for Innovation, to update the design of the Canada Excellence Research Chairs program in preparation to launch a third program competition.</p> <ul style="list-style-type: none"> Program improvements to enhance universities' ability to recruit top candidates in future have been identified by the Steering Committee. Other preparations continue towards a 2016 launch, so that potential applicants can take into account the results of the 2nd Canada First Research Excellence Fund competition. 				○	○	➡
	<p>Provide support to the Science, Technology and Innovation Council (STIC) for the development of its advice to the government on issues assigned by the</p>				○	➡	➡

2015-16 Corporate Priorities	Key Milestones	Linkages ³¹			Status ³²		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	Minister of Industry and Minister of State (Science and Technology). Support for council members' deliberations includes research, analysis, and the organization of consultations.						
	Provide support to the Science, Technology and Innovation Council (STIC) for the development and release of its State of the Nation 2014 report. The Council anticipates to publicly release the report in late fall 2015.				○	○	○
	Work with the federal granting agencies to implement the inaugural competition for the Canada First Research Excellence Fund, and launch the second competition. <ul style="list-style-type: none"> • Competition 1 results were announced in July 2015. • Competition 2 application deadline is October 30, 2015. • Results of 2nd competition are anticipated in summer 2016. 				○	○	➡
	Implement the new CANARIE contribution agreement. Budget 2015 proposed new funding of \$105 million over five years, commencing in 2015-16. <ul style="list-style-type: none"> • Treasury Board approval of the funding and program terms and conditions was obtained through the sunsetter process. • Negotiations regarding the terms of a contribution agreement with CANARIE to implement the funding are underway. 				○	○	☑

2015-16 Corporate Priorities	Key Milestones	Linkages ³¹			Status ³²		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
Facilitate support for business innovation by implementing Budget measures.	<p>Continue to administer the Automotive Innovation Fund (AIF) which provides support for major automotive innovation and R&D initiatives to develop and build greener, more fuel efficient vehicles.</p> <ul style="list-style-type: none"> A contribution agreement supporting Toyota Motor Manufacturing Canada (TMMC) to install new tooling and equipment at TMMC's Cambridge (Ontario) facilities and add a new stamping line at TMMC's Woodstock (Ontario) facilities was signed in July 2015. 				○	○	➡
	<p>Administer the Automotive Supplier Innovation Program (ASIP) which provides support to technology demonstration and prototyping activities of Canadian-based suppliers focused on technology readiness levels 4 through 7 in the automotive sector.</p> <ul style="list-style-type: none"> Since the launch of the ASIP in June 2015, 2 projects have been approved for funding. Contribution agreements are in development. 				○	○	➡
	<p>Continue to support innovative and collaborative research and development activities of Canadian companies in aerospace, defence, space and security sectors through programs such as the Strategic Aerospace and Defence Initiative (SADI) and the Technology Demonstration Program (TDP).</p> <ul style="list-style-type: none"> Negotiation of contribution agreements with several future SADI and TDP 				○	⊙	➡

2015-16 Corporate Priorities	Key Milestones	Linkages ³¹			Status ³²		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	recipient firms are underway.						
	<p>Work with portfolio partners to implement decisions on the consolidation of programs that support business innovation.</p> <ul style="list-style-type: none"> Budget 2015 approved the final elements of the government's program consolidation plan. Industry Canada officials have engaged the granting councils and Treasury Board officials on the requirements and process to implement remaining decisions around program consolidation. Implementation will continue into the 2016-17 fiscal year. 				○	○	○➔

Corporate Risks

In addition to the corporate priorities described above, the Department will also take a proactive approach to limiting potential risks under the Strategic Outcome, "Advancements in science and technology, knowledge, and innovation strengthen the Canadian economy". The Science and Innovation Sector and the Industry Sector will implement strategies to support the realization of expected program benefits related to industrial research and development (R&D).

See the tables below for further details, and Annex 6 for full information on the related mitigation strategies and action plans.

Category: Program Design and Delivery			
Risk Owners	Risk Rating		
	Initial	Mid-Year	Projected at End of Year
<ul style="list-style-type: none"> ADM, Science and Innovation Sector ADM, Industry Sector 			
Risk Statement			
In light of their inherent complexity and of evolving market conditions, disbursements under some of Industry Canada's programs to support industrial R&D may be slower than anticipated and expected benefits may not be realized.	Medium-Low	Medium	Medium
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.

Category: Program Design and Delivery			
Risk Owners • ADM, Science and Innovation Sector • ADM, Industry Sector	Risk Rating		
	Initial	Mid-Year	End of Year
Risk Statement			
There is a risk that the Department's approach to R&D investments does not encourage businesses to develop disruptive innovation and technology.	Medium	Medium	Medium
Mitigation Strategy			
The 2014 Science, Technology and Innovation Strategy includes directions on ways to support and strengthen Canada's innovation system, including development and adoption of advanced technologies. Continued monitoring of the business innovation performance and effectiveness of federal programs and advise on program changes where appropriate.			

Human Resource Strategies

Program areas under this strategic outcome did not foresee any HR issues related to 2015-16 corporate priorities. Therefore, engagement of employees will continue to be maintained using existing communications tools established internally, and HR needs will continue to be assessed on an ongoing basis.

STRATEGIC OUTCOME 3: CANADIAN BUSINESSES AND COMMUNITIES ARE COMPETITIVE



Objectives

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

- Enhancing growth and competitiveness of small businesses, including co-operatives, 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 through industry-specific research and analysis, engagement with government and industry stakeholders, policy advice, and implementation of the Defence Procurement Strategy/Industrial and Technological Benefit Policy, the National Shipbuilding Procurement Strategy value proposition, and monitoring and verification of Industrial and Regional Benefits obligations.
- Developing options under the Federal Tourism Strategy to support the tourism industry's needs.
- Administering programs to support economic and community development projects in Northern Ontario.

Financial Overview

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 2015–16 in support of the Strategic Outcome, "Canadian businesses and communities are competitive."

Item	Planned Spending ³³	Authorities Available for Use at Period 5		Human Resources (FTE)
	2015-16 (000s)	2015-16 (000s)	% spent	2015-16 Actual
Operating	60,500	60,737	37%	442
Capital	153	153	0%	
Grants and Contributions	210,754	227,230	19%	
TOTAL	271,407	288,120	23%	442

At Period 5, 23% of available funding was spent.

Current authorities are higher than the planned figures as a result of:

- Additional funding received for Youth Internship at Community Access Sites (YI),
- Renewal of Futurpreneur

Planned Investments in projects, and major asset and service acquisitions

Item	2015-16 (000s)	2016-17 (000s)	2017-18 (000s)	2018-19 (000s)	2019-20 (000s)	TOTAL
Assets	-	-	-	-	-	-
Services	1,191	572	415	415	415	3,009
Projects ³⁴	609	20	-	-	-	629
TOTAL³⁵	1,801	592	415	415	415	3,638

³³ As presented in the 2015-16 Report on Plans and Priorities (RPP), planned spending reflects funds already brought into the Department's reference levels as well as funds authorized up to February 1, 2015. Planned spending has not been adjusted to include Budget 2015 information, which was unknown at the time of the 2015-16 RPP preparation.

³⁴ The information presented covers planned project costs for the next five years (2015-16 to 2019-20), which may not represent the total project cost since additional spending may have taken place prior to 2015-16.

³⁵ Totals may not add due to rounding.

Priorities

Outlined in the table below, the 2015-16 priorities are aimed at supporting the growth of small and medium-sized enterprises, and promoting community economic development and more dynamic regional economies, which both contribute to a higher standard of living for Canadians. Service for business strategy and business transformation activities are captured under the section "Operating as One" of the Management Agenda.

2015-16 Corporate Priorities	Key Milestones	Linkages ³⁶			Status ³⁷		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
Extend and enhance access to broadband services in rural and northern communities through Connecting Canadians.	Analyze rural broadband availability to support assessments of the Connecting Canadians program. <ul style="list-style-type: none"> Information was gathered through ongoing discussions with Internet service providers. Mapping and regular updating of rural broadband availability was used to inform the development of the program and the assessment of its projects. 				○	○	○
	Work with Internet service providers and other stakeholders to increase availability of high-speed Internet. <ul style="list-style-type: none"> A total of 335 applications were received from 132 companies requesting \$822M in program funding. On May 20, the Minister announced 			▲	○	○	○

³⁶ Linkages Legend:



An investment item, corporate risk or human resource strategy is related to the key milestone, and details are provided in subsequent sections.

³⁷ Status Legend:



On track/proceeding as planned



Some delays/cost overruns/other challenges



Significant delays/cost overruns/other challenges



Completed



On track/proceeding as planned, and is expected to continue into 2016-17



Some delays/cost overruns/other challenges, and is expected to continue into 2016-17



Significant delays/cost overruns/other challenges, and is expected to continue into 2016-17

2015-16 Corporate Priorities	Key Milestones	Linkages ³⁶			Status ³⁷		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	<p>initial project selection followed by specific project announcements across the country in May through July. The Minister conditionally approved additional projects in June.</p> <ul style="list-style-type: none"> • A total of 79 draft Statements of Work out of 84 active conditionally approved projects have been received. • As of July 31, 2015, the Minister had granted final approval to 39 projects. • Analysis is ongoing to assess the progress of network expansion, where there are persistent gaps, and possible measures to further improve connectivity. 						
Take a whole-of-government approach to supporting Canadian industry by helping attract and retain business research and manufacturing, increase participation in global value chains.	Support Canadian aerospace firms' participation in key trade/supply chain events (e.g., successfully leading Canada's presence at the Paris Air Show) to strengthen the Canadian aerospace industry's position in global aerospace value chains.				○	○	○
	Support decision making for projects submitted to programs such as the Controlled Goods Programs (CGP), Export Controls, and North American Defence Industrial Base (DIB).				○	○	○
	Distributed the 2015 State of Aerospace report with the Aerospace Industries Association of Canada and key stakeholders to position the sector for growth.				○	☑	
	Use existing and/or new government programs to foster growth and innovation across Canada's automotive eco-system (e.g. Auto assemblers, supplier, R&D). <ul style="list-style-type: none"> • The Automotive Supplier Innovation Program (ASIP) was launched in June 				○	○	➡

2015-16 Corporate Priorities	Key Milestones	Linkages ³⁶			Status ³⁷		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	2015. ASIP complements existing automotive sector initiatives, such as the Automotive Innovation Fund, by strengthening Canada's parts supply base. ASIP also creates a favourable environment for promoting automotive R&D, while providing firms with new opportunities to enter global supply chains.						
	<p>Research and analyze, on an ongoing basis, trends in the automotive sector through outreach and intelligence gathering to provide sound advice on competitiveness and innovation issues.</p> <ul style="list-style-type: none"> • A strong research base is in place that draws on internal and external analysis and third-party expertise which supplements internal analysis on issues of competitiveness and industry innovation. • Regular briefings are provided to senior management on issues that impact the competitiveness of the automotive sector. • Regular outreach activities are conducted with key automotive stakeholders through meetings and site visits. 				○	○	○
	<p>Support the delivery of the Advanced Manufacturing Fund program, which is led by the Federal Economic Development Agency for Southern Ontario.</p> <ul style="list-style-type: none"> • Coordinated and conducted project reviews, due diligence, analysis and briefings to inform decisions on project funding. Two assessments have been 				○	○	○

2015-16 Corporate Priorities	Key Milestones	Linkages ³⁶			Status ³⁷		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	<p>completed, two are underway, and two more applications are being checked for completeness by IC.</p> <ul style="list-style-type: none"> • Provided advice to IC senior management to ensure delivery and program parameters effectively meet the intent of the program, ahead a discussion with FedDev which is to occur closer to the closure of the second intake on October 1, 2015. 						
	<p>Better frame business services participation in value chains and contribution of services as a business function to manufacturing competitiveness.</p> <ul style="list-style-type: none"> • Building on work completed in 2014-15: updated the R&D services sector profile; conducted a comparative analysis on the services sector versus the manufacturing sector using the Survey of Innovation and Business Strategy data; and conducted analysis on the R&D services sector in Canada. • Work continues with the Canada Revenue Agency and Statistics Canada to obtain data that will meet the short and medium term needs of sector analysts. • Work is underway to develop a data work plan with internal stakeholders and Statistics Canada to improve data coverage and relevance to industrial competitiveness. 				○	○	○
	<p>Improve knowledge and develop policy options for increasing Canadian manufacturing value chain participation.</p> <ul style="list-style-type: none"> • Engage stakeholders and conduct analysis of Canada's manufacturing 				○	○	○

2015-16 Corporate Priorities	Key Milestones	Linkages ³⁶			Status ³⁷		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	<p>strengths, key industry issues and challenges.</p> <ul style="list-style-type: none"> Conduct analysis of Canadian participation in global value chains and role of government to improve access to opportunities. 						
	<p>Work with other government departments to facilitate stakeholder meetings and discussions domestically and at key international industry events.</p> <ul style="list-style-type: none"> Facilitated meetings domestically and at international events such as the BIO Convention in Philadelphia in June 2015 with stakeholders from other government departments, industry, academia and other levels of government to better understand challenges and opportunities facing the life sciences sector and to encourage the development of partnerships between actors in the sector. 				○	○	○
	<p>Implement the Government's response to the Review of Aerospace and Space Programs and Policies with respect to value chain participation of aerospace firms.</p> <ul style="list-style-type: none"> Work with key aerospace stakeholders to develop policy analysis and options to promote the certification and advancement of supplier capabilities. 				○	○	○
	<p>Collaborate with other government departments to prioritize and support the development and adoption of emerging technologies crucial to manufacturing competitiveness. Key deliverables for 2015-16 include:</p> <ul style="list-style-type: none"> Finalized environmental scans of emerging technologies (potentially 				○	○	○

2015-16 Corporate Priorities	Key Milestones	Linkages ³⁶			Status ³⁷		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	<p>disruptive technology areas and related Canadian assets) in May 2015 as part of ongoing research and analysis supporting medium-term policy recommendations.</p> <ul style="list-style-type: none"> • Held an additive manufacturing workshop in Montreal in June 2015, with a goal of focusing on opportunities for collaboration and new areas of work in medical/dental devices. • Monitor, on an ongoing basis, emerging Canadian technical textile innovations and analyzing the competitive pressures the industry is facing. • Conducted analysis and work in partnership with key stakeholders to understand the state of Canadian industrial capabilities to manufacture emerging textile technologies aimed at serving the medical health and hygiene markets. • Completed a Technology Readiness Assessment to better understand the challenges and opportunities for the greater adoption of automation in the food and beverage processing sector as well as potential pathways to further automation. 						
	<p>Enhance internal analytical capability to increase the Department's understanding of Canadian industry.</p> <p>Furthering the development of tools to better understand investment trends in the manufacturing sector.</p> <p>Industry Sector continuously seeks to enhance its analytical capacity by</p>			▲	○	○	○

2015-16 Corporate Priorities	Key Milestones	Linkages ³⁶			Status ³⁷		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	developing new policy research to support policy development and decision-making.						
Maximize the industrial benefits arising from federal defence and major coast guard procurements.	Implement the new Industrial and Technological Benefits (ITB) policy, including a Value Proposition, to leverage industrial benefits from certain major defence and Coast Guard procurements.			▲	○	○	➡
	Continue to identify opportunities for Canadian industry to participate in the sustainment and production of the F-35.				○	○	○
Work collaboratively with provincial and territorial partners and other federal departments to expand the BizPaL service across Canada through the participation of additional municipalities.	Develop a pilot linking federal, provincial and territorial information about permits and licences currently housed within BizPaL to regulations pertaining to the Agreement on Internal Trade (AIT). <ul style="list-style-type: none"> • Research and analysis in progress • Awaiting approval to publish linkages between federal permits and regulations • Linkages between provincial/territorial permits and regulations not yet approved by BizPaL Steering Committee. 				○	○	➡
	Finalized the Restaurant Industry Bundle Proof of Concept. Evaluation is in progress to identify potential next steps.				○	○	➡
	Research and analysis on electronic forms information intake by BizPaL municipal partners is in progress.				○	○	➡
Explore potential departmental uses of Big Data.	Completed interdepartmental work regarding key opportunities and challenges posed by big data in Canada. The final diagnostic report was provided to the DM Committee on Policy Innovation.				○	○	○
	Development of detailed analysis is underway with respect to:						

2015-16 Corporate Priorities	Key Milestones	Linkages ³⁶			Status ³⁷		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	<ul style="list-style-type: none"> Barriers to adoption by the private sector and academia; Fostering the growth of the big data industry; and Increasing the use of big data within government. 						
	<ul style="list-style-type: none"> Launch a cross-department pilot by end of 2015-16. Discussions are underway with Health Canada about a potential pilot project. 	▲	▲		○	○	☑

Investment Items

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.

The following tables present an overview of planned major investments in services and projects. Detailed information on the items can be found in Annex 5. Estimated costs may have changed since the previous fiscal year as a result of changes to operational requirements, and as project plans proceed through the Stage-Gate framework (see Annex 2).

Major Investments by Category



Services > \$500K

Description	Lead Sector	2015-16 Planned Cost	Total Planned Cost (5 years)	Duration (FY to FY)
Survey on Financing and Growth of SMEs by Statistics Canada	SBTMS	\$535,000	\$1,270,000	2014-15 to 2015-16
Public Prosecution Service of Canada (PPSC) services for Canada Small Business Financing Program	SBTMS	\$200,000	\$925,000	2015-16 to 2019-20
Professional IT Services for BizPaL	SBTMS	\$216,480	\$565,000	2014-15 to 2016-17
CIO Maintenance Costs for Canada Small Business Financing Program Internal & External Applications ↻	SBTMS	\$240,000	\$1,200,000	2015-16 to 2019-20

Projects³⁸

There is one project above \$250,000 which is detailed in the table below, as well as one smaller project, under \$250,000. The latter entails the deployment of the department stakeholder relationship management solution to SBTMS and other internal clients.

Projects > \$250K – Active

Name / Description	Sector	2015–16 Planned Cost	Total Project Cost (Planned) ³⁹	Duration (FY to FY)	Current Stage	Project Health	
						Cost	Schedule
FedNor Client and Office Management Solution (COMS) Federal Economic Development Initiative for Northern Ontario (FedNor) has identified a need for an electronic application to manage client interactions and case information in a more secure and efficient manner. It was determined that the implementation of a commercial-off-the-shelf (COTS) Client and Case Management (CCM) solution, providing centralized storage and management capabilities with a client-centric approach for the delivery of services would best address FedNor's current and future business requirements.	SPS	\$340,241	\$840,993	2010-11 to 2015-16	4		

Corporate Risks

In addition to the corporate priorities described above, the Department will also take a proactive approach to limiting potential risks under the Strategic Outcome "Canadian Businesses and Communities are Competitive". The Industry Sector (IS) will implement strategies to support Department's ability to influence the performance of key economic sectors in Canada with program and policy levers.

See the table below for further details, and Annex 6 for full information on the related mitigation strategies and action plans.

Category: Reputational and Stakeholder Expectations			
Risk Owner	Risk Rating		
<ul style="list-style-type: none"> ADM, Industry Sector 	Initial	Mid-Year	Projected at year end
Risk Statement			
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 key economic sectors should a crisis	Medium	Medium	Medium

³⁸ Project information reflects September 14, 2015 Investment Board Decisions.

³⁹ Planned Project Cost (Stage 3-5).

⁴⁰ The schedule indicator is yellow because the unavailability of MS Dynamics resources.

occur in one of these sectors.

Mitigation Strategy

The Department will work with government and private sector stakeholders to identify levers in order to marshal a response to a crisis in a key economic sector. In addition, to broaden the expertise of our analysts, 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.

Human Resource Strategies

HR issues related to carrying out 2015-16 corporate priorities under this strategic outcome are identified below. In addition, program areas raised general issues relating to employee training and staff shortages, and capacity. These will be addressed through the establishment of staffing strategies to create a sustainable and renewable workforce. Development opportunities to build skills and core competencies of employees at all levels will also be identified where operationally feasible.

Sub-Program	Lead Sector	Description of Key HR Issue(s)	Actions to Close Gap/Need	Status		
				Initial	Mid-Year	End of Year
Computer and Internet Access	SITT	There will be an expected surge in workload related to the need to evaluate program applications under <i>Connecting Canadians</i> in the winter-spring 2015 timeframe.	Engineers and program specialists from other SITT branches provided temporary support to expedite the review of applications and undertake due diligence over the Spring and Summer months.	○	○	☑
Economic Outcomes from Procurement	IS	The implementation of the Industrial and Technological Benefit (ITB) policy, including the Value Proposition, will increase the scope of work. More procurements will be assessed for eligibility of the ITB policy and Value Proposition.	Complete the staffing plan to hire people with knowledge of the Canadian aerospace and defence sector.	○	○	○
Economic Outcomes from Procurement	IS	Increased analytical capacity is required to support evidence based procurement decision-making.	Complete the staffing plan to hire additional staff to fill analytical capacity.	○	○	○

INTERNAL SERVICES

Objectives

Industry Canada carries out a range of related management functions to support the needs of programs and other corporate obligations of the Department. This includes the corporate management and oversight of human, financial, technological and material resources in offices across Canada as well as the provision of regional intelligence, economic research and analysis. Ongoing departmental objectives in support of 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.

Financial Overview

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.

The table below presents the Department's approved reference levels for 2015-16 in support of internal services.

Item	Planned Spending ⁴¹	Authorities Available for Use at Period 5		Human Resources (FTE)
	2015-16 (000s)	2015-16 (000s)	% spent	2015-16 Actual
Operating	125,570	116,001	53%	1,186
Capital	1,502	1,901	3%	
Grants and Contributions	0	0	0%	
TOTAL	127,072	117,901	53%	1,186

⁴¹ As presented in the *2015-16 Report on Plans and Priorities (RPP)*, planned spending reflects funds already brought into the Department's reference levels as well as funds authorized up to February 1, 2015. Planned spending has not been adjusted to include Budget 2015 information, which was unknown at the time of the 2015-16 RPP preparation.

At Period 5, 53% of the available funding was spent. This percentage is currently overstated as it reflects expenditures that will be recovered later in the year.

The current authority available for use is lower than the planned spending primarily as a result of the following factors:

- The planned spending figure included funding from the DIPP repayable contributions for \$33M; whereas, as of the end of period 5, only \$11.8M has been accessed and included in the current authority. The rest of the DIPP repayable contributions will be accessed through Supplementary Estimates B later in the year.
- This temporary decrease is offset by the additional funding received from the departmental carry forward to carry out investments such as IM/IT, the National Accommodation Strategy (NAS), installation of security barriers, and other corporate expenses.

Planned Investments in projects, and major asset and service acquisitions

Item	2015-16	2016-17	2017-18	2018-19	2019-20	TOTAL
Assets	1,377	607	607	607	607	3,805
Services	1,768	1,795	1,823	1,852	1,882	9,121
Projects ⁴²	17,310	9,777	5,131	567	-	32,784
TOTAL⁴³	20,454	12,179	7,561	3,026	2,489	45,710

Industry Canada's Management Agenda Framework

In the context of public service modernization, Industry Canada has undertaken numerous initiatives throughout the Department to transform the way services are delivered externally through the *front office* as well as initiatives which aim to transform internal service delivery in the *back office*. Recently, Blueprint 2020 has also provided increased momentum and focus for the implementation of new and innovative practices, processes and technology. Inspired by the Blueprint vision, in June 2015 Industry Canada's Departmental Management Committee (DMC) endorsed and approved Industry Canada's Management Agenda to serve as a framework for the Department's transformation activities. Recognizing that the Management Agenda goes beyond Blueprint2020, collective efforts to transform the organization have also been rebranded under the name "IC2020" to reflect that the Department is also addressing management challenges that are specific and unique to Industry Canada.

More specifically, the Management Agenda brings together the various activities taking place within the Government of Canada (GC) or at the departmental level under a single lens in order to:

- Identify collective objectives and establish enterprise-wide priorities;

⁴² The information presented covers planned project costs for the next five years (2015-16 to 2019-20), which may not represent the total project cost since additional spending may have taken place prior to 2015-16.

⁴³ Totals may not add due to rounding.

- Evaluate isolated decisions within a larger management context;
- Generate collaborative and comprehensive management responses;
- Increase internal communications and improve information sharing; and,
- Build confidence in management processes and practices.

Within the framework, management initiatives are organized into three activity areas that reflect GC objectives: Agile Workforce, Sound Stewardship and Operating as One. In addition, to provide an integrated and targeted approach to achieve the Management Agenda outcomes, areas of focus are established annually to highlight where the Department will concentrate its efforts. Activity areas and areas of focus are highlighted below and reflect the priorities announced by the Clerk of the Privy Council, in the [Twenty-second Annual Report to the Prime Minister on the Public Service of Canada](#).

Agile Workforce
<ul style="list-style-type: none"> • A system that is more responsive to workplace requirements and that can enable an agile workforce. • Are we nimble and responsive?
2015-16 Areas of Focus
<ul style="list-style-type: none"> ➔ Foster a culture that embraces movement and growth ➔ Develop the policy community

Sound Stewardship
<ul style="list-style-type: none"> • A system that ensures value for tax dollars which results in optimal organizational effectiveness and a productive workforce. • Are we efficient and effective?
2015-16 Areas of Focus
<ul style="list-style-type: none"> ➔ Build a healthy, respectful and supportive work environment ➔ Increase the use of performance measurement

Operating as One
<ul style="list-style-type: none"> • A strengthened horizontal approach to managing the department that results in more collaboration and cohesion across the organization. • Are we siloed?
2015-16 Area of Focus
<ul style="list-style-type: none"> ➔ Actively communicate and promote information sharing

For each activity area, the Industry Canada Corporate Plan will be used to communicate how the initiatives will be implemented and to report on progress to senior management and to employees across the department. The goal is to provide comprehensive and meaningful information to enable analysis, prioritization and reporting on the full spectrum of management activities in which the Department is involved. Accordingly, the Management Agenda integrates initiatives outlined in the former Internal Services section of the Corporate Plan as well as various departmental action plans, such as those on Blueprint 2020 and the 2014 Public Service Employee Survey.

For each area of focus, action plans were developed over the course of the fall in collaboration with Industry Canada stakeholders.

For each activity, the Department has identified the type of flexibility it has with regards to the implementation of the activity as well as the type of change that will be required to successfully implement it. In addition, linkages with activities that are part of former action plans will continue to be highlighted. The following icons are used to this effect throughout the document:

Alignment	BluePrint 2020	Public Service Employee Survey	Clerk of the Privy Council Priorities
Flexibility to Implement	Decision	Method	Timing
Type of Change	Technology and Material	Process	Behaviour Culture
Impact	Some Sectors	All sectors	Regions All employees

IC2020 Priorities and Activities

Additional key activities for 2015-16 are presented below according to the three core activity areas of IC's Management Agenda: Agile Workforce, Sound Stewardship and Operating as One.

Agile Workforce

An agile workforce enables an organization to move its resources to rapidly respond to challenges that emerge. Some of the elements that are critical to improving an organization's agility relate to supporting human capital and investing in technology. For instance, activities currently taking place within the Government of Canada and at Industry Canada to improve workforce agility include those which focus on maximizing employee productivity through learning and development opportunities as well as performance assessments. They also include activities which aim to improve the employment, compensation and staffing models.

2015-16 Area of Focus

➔ Foster a culture that embraces movement and growth

The Department is committed to increasing employee exposure to work opportunities and assignments in other parts of the Department. Increased employee mobility will support the achievement of business outcomes while also supporting the development new skills and expertise.

Alignment	Flexibility to Implement	Type of Change	Impact
	Decision Method Timing	Process Behaviour Culture	All Sectors Regions

Performance Indicators

- Number of assignments facilitated within/by Senior Management.

2015-16 Action Plan	Key Milestones for 2015-16	Status		
		Initial	Mid-Year	End of Year
Implement a departmental micro assignment board.	A presentation on the departmental approach to micro assignments will be presented to DGMAC on November 3, 2015 and DMC on November	n/a		

	25, 2015.			
	The micro assignment board is expected to be completed by the end of 2015-16.	n/a		<input checked="" type="checkbox"/>
Include measures on number of assignments in EX Performance Management Agreements for 2015-16.	In support of the Department's commitment to provide learning opportunities to foster employee development and growth, the number of assignments facilitated within/by the Sector/Branch, including micro assignments and job shadowing, were suggested for inclusion in EX Performance Management Agreements.	n/a	<input checked="" type="checkbox"/>	

2015-16 Area of Focus

➔ Develop the policy community

Industry Canada will introduce a new EC Development Program (ECDP) for the Economics and Social Science Services (EC) group. The program is being introduced to help grow and optimize the talent of the EC community through activities such as workforce planning, recruitment, staffing, and learning and development. ECDP replaces several sector-specific EC development programs and is the first Industry Canada-wide program.

Alignment	Flexibility to Implement	Type of Change	Impact
BP2020 PSES #Clerk	<ul style="list-style-type: none"> Decision Method Timing 	<ul style="list-style-type: none"> Process Behaviour Culture 	<ul style="list-style-type: none"> Some sectors Regions

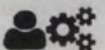
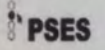

Performance Indicators

- To be determined










2015-16 Action Plan	Key Milestones for 2015-16	Status		
		Initial	Mid-Year	End of Year
Development of common processes and tools for the EC Development Program	EC analyst work descriptions for the EC-02 to EC-05 levels are currently being reviewed and will be updated with generic work descriptions. Positions are being matched to the generic work descriptions developed for each level.	n/a		<input checked="" type="checkbox"/>
	Work descriptions for EC-06 to EC-08 levels will be reviewed and updated prior to the end of 2015-16.	n/a		<input checked="" type="checkbox"/>
	Standardized Statement of Merit Criteria and job competency profiles have been developed to support competency enhancement.	n/a	<input checked="" type="checkbox"/>	
	Information for managers and employees has been made available on the ICWiki.	n/a	<input checked="" type="checkbox"/>	


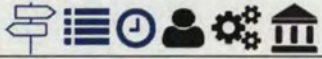
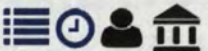
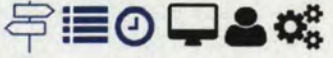
Recruitment of EC employees	Industry Canada is participating in this year's Public Service Commission Post-Secondary Recruitment (PSR) campaign to identify EC-02 recruits. The process ran from September 16 to October 6, 2015.	n/a	<input checked="" type="checkbox"/>	
	A pool of potential ECs identified through the 2014-15 PSR campaign will be available in Q3. <ul style="list-style-type: none"> The exam was administered to 40 candidates in September/October 2015. 	n/a	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	A pool of potential ECs identified through the 2015-16 PSR campaign will be available by end of fiscal.	n/a	<input type="checkbox"/>	<input checked="" type="checkbox"/>

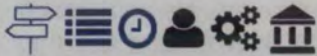

Details on additional activities, which are integral to Industry Canada's efforts to achieve a nimble and responsive workforce, are outlined in the table below.

2015-16 Activities ⁴⁴	Key Milestones for 2015-16	Linkages			Status		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
Government of Canada							
Implement PE Generic Work Descriptions and Competencies 	Complete the implementation of PE generic work descriptions across HRB, which may also affect non-PE HR related positions.			▲	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Implement Canada School of Public Service Reform 	Reorient the departmental approach to learning, in keeping with and in response to the changes being implemented to the Canada School of Public Service training delivery model and curriculum.		▲		<input type="checkbox"/>	<input type="checkbox"/>	

⁴⁴ Activities Legend:

Alignment:	 BluePrint 2020	 Public Service Employee Survey	#Clerk	Clerk of the Privy Council Priorities
Flexibility to Implement:	 Decision	 Method	 Timing	
Type of Change:	 Technology and Material	 Process	 Behaviour	 Culture

2015-16 Activities ⁴⁴	Key Milestones for 2015-16	Linkages			Status		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	Present to DGMAC in Fall 2015.						
Industry Canada							
Improve staffing processes and broaden suite of candidate assessment tools BP2020 PSES #Clerk 	Develop the changes to staffing practices stemming from the recommendations of the Staffing Tiger Team approved by Departmental Management Committee. Present to DGMAC on October 20, 2015 and to DMC in November 2015.		▲	▲	○	○	➡
Establish IC response to Public Service Employee Survey (PSES) results BP2020 	Lead the development of an integrated departmental action plan based on analysis of IC's PSES 2014 results.		▲		○	○	☑
Support a capable, confident and high-performing workforce BP2020 PSES 	Implement Wifi in all common areas and boardrooms				n/a	🎯	☑
	Implement multi-purpose boardrooms, including collaboration rooms				n/a	☑	
	Implement video conferencing (in collaboration with SSC) – Boardrooms				n/a	☑	
	Advance the Workplace Technology Modernization agenda by implementing additional workplace technologies that will enable the department to leverage innovative solutions. These include laptops or notebooks, credential management, smart phones or VOIP, desktop conferencing, online meetings, interactive whiteboards, collaborative technology units, virtual desktops, etc.		▲			○	🎯

2015-16 Activities ⁴⁴	Key Milestones for 2015-16	Linkages			Status		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
Encourage enterprise-wide approaches to employee recruitment and development BP2020 PSES #Clerk 	Implement a department-wide EC recruitment and development program ⁴⁵ .		▲		○	○	☑
	Implement a corporate approach to support the recruitment, engagement and development of students.				○	○	☑
	Support employee participation in initiatives related to building a culture of innovation, employee involvement/ownership, and professional development through the Industry Canada Managers Community.		▲		○	○	➡
Delayer the briefing note process BP2020 PSES #Clerk 	The Corporate Management Sector and the Industry Sector are piloting a risk-based approval process with fewer layers of approvals for internal, information and/or low-risk items. Sectors are expected to report back to DMC in 2015-16.				n/a	○	➡
	Review the briefing note format with a view to increasing the visibility of the analyst who prepared the note.				n/a	☑	
Encourage employee innovation	The Innovation Tournament, held during National Public Service Week and sponsored by Interconnex, brought forward employees' innovative ideas that will be rolled out during the fall.				n/a	○	➡

⁴⁵ For details, refer to the action plan for the 2015-16 area of focus: "Develop the policy community" on page 50.

Sound Stewardship

Sound Stewardship is about producing the best results for Canadians. This starts with having the correct information in place so that we can measure the success of performance. Industry Canada employees need to understand what is expected from the programs and services they provide as well as their role in achieving those results. A Respectful, Healthy and Inclusive Workplace is fundamental for achieving this success and also ensures that tax dollars are fully maximized.

2015-16 Area of Focus

➔ Build a healthy, respectful and supportive work environment

The Department seeks to ensure a positive, proactive, comprehensive & integrated approach to maintaining a respectful, healthy, inclusive work environment; provide employees with easy access to information and easy-to-use tools; provide clear, consistent messaging; focus on shared responsibility; build on current practices; and ensure engagement of managers at all levels.

Alignment	Flexibility to Implement	Type of Change	Impact
BP2020 PSES #Clerk	<ul style="list-style-type: none"> ☑ Decision ☑ Method ☑ Timing 	<ul style="list-style-type: none"> ☑ Behaviour ☑ Culture 	<ul style="list-style-type: none"> ☑ All Employees ☑ Regions

Performance Indicators

- Number of team RHIW sessions/conversations.
- Uptake of the RHIW initiative by managers as demonstrated through the ICMC Questionnaire

2015-16 Action Plan	Key Milestones for 2015-16	Status		
		Initial	Mid-Year	End of Year
Launch the Respectful, Healthy and Inclusive Workplace (RHIW) approach and toolkit.	Received senior management endorsement for the RHIW initiative in Spring 2015.	n/a	☑	
	Formally launched the initiative in June 2015 during National Public Service Week by the Conflict Prevention and Early Resolution Office, in collaboration with the Industry Canada Managers Community.	n/a	☑	
	Provided self-directed toolkit for managers and employees to engage in conversations to promote and integrate diversity and inclusiveness.		☑	
	Provide information sessions upon request to groups such as the Industry Canada Managers' Community	n/a	○	➔
Promote a culture of inclusiveness	The Employment Equity and Diversity Advisory Committee (EEDAC) was renamed to the Industry Canada's Inclusiveness Committee (IC IC) to promote a culture of inclusiveness within the Department.		☑	

	Finalize the IC Employment Equity and Inclusiveness Program for 2016-2019.		○	☑
Development of a departmental mental health approach	Regularly communicate to all employees on mental health issues and wellness.		○	➡
	Pilot a mental health first aid training program.		○	☑

2015-16 Area of Focus

➡ Increased use of performance measurement information

Performance measurement information supports management decision making and ensures effective stewardship of resources. Good use of performance information will assist the Department in meeting increasing demands for better informed public policy, service delivery, decisions and overall results for Canadians.

Alignment	Flexibility to Implement	Type of Change	Impact
	<ul style="list-style-type: none"> ☑ Decision ☑ Method ☑ Timing 	☑ Process	<ul style="list-style-type: none"> ☑ All Sectors ☑ Regions

Performance Indicators

- All IC programs to have a Performance Measurement Strategy (PMS)

2015-16 Action Plan	Key Milestones for 2015-16	Status		
		Initial	Mid-Year	End of Year
Ensure All IC programs have Performance Measurement Strategies	<p>IS has developed a PMS for the Automotive Innovation (Automotive Supplier Innovation Program) and Industry Specific Policy Analysis programs.</p> <p>SBTMS has developed a PMS for the Insolvency and Trade Measurement programs.</p> <p>SPS has developed a PMS for the Investment Review program.</p>	n/a	○	➡
Complete a mapping exercise between IC's Performance Measurement Framework and Performance Measurement Strategies	<p>A mapping exercise was completed by CMS in summer 2015.</p> <p>The Department's Performance Measurement Framework (PMF), which is incorporated in the publicly available Report on Plans and Priorities and Departmental Performance Report, was found to be well aligned with</p>		○	➡


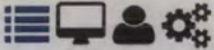
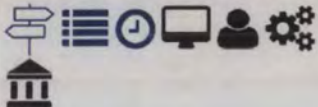
	<p>completed program PMSs.</p> <p>CMS will continue to monitor to ensure alignment between IC's PMF and PMSs as they are updated or developed.</p>			
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Details on additional activities, which are integral to Industry Canada's efforts to enhance its efficiency and effectiveness, are outlined in the table below.

2015-16 Activities ⁴⁶	Key Milestones for 2015-16	Linkages			Status		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
Government of Canada							
Continue implementation of National Accommodation Strategy/ Workplace 2.0 BP2020 	The National Accommodation Strategy (NAS) aims to reduce IC's occupancy to ensure the department remains within its space envelope, avoids ongoing costs and maximizes potential benefits of the GC modernization and space savings initiatives. Key 2015-16 milestones include: <ul style="list-style-type: none"> Relocate the remainder of SITT from JETN to C.D. Howe. Construction projects in Regina and Saskatoon will contribute to the space release. Release approx. 15,500 square rented meters. 	▲			○	○	➡

⁴⁶ Activities Legend:

- | | | | |
|----------------------------------|-------------------------|--------------------------------|---------------------------------------|
| Alignment: | BluePrint 2020 | Public Service Employee Survey | Clerk of the Privy Council Priorities |
| Flexibility to Implement: | Decision | Method | Timing |
| Type of Change: | Technology and Material | Process | Behaviour |
| | | | Culture |

2015-16 Activities ⁴⁶	Key Milestones for 2015-16	Linkages			Status			
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year	
Industry Canada								
Implement physical security enhancements 	Replace Access Control Barriers in the CD Howe Building and Place du Portage to increase the security perimeter and reduce unauthorized access (Starting November 2015).	▲	▲			○	☑	
	Raise the height of the barrier around the elevator bays to approximately 6 feet to deter individuals from jumping barrier into controlled government space (Starting November 2015).	▲	▲				○	☑
Implement information security enhancements 	Implement a device control solution for portable media to ensure that IC information stored on portable devices is protected from unauthorized access if the devices are lost or stolen. Implementation is expected by December 2015.	▲	▲			○	☑	
Implement enterprise-wide solutions to support and enhance program delivery 	Implement a Client and Case Management (CCM) System to respond to the need for a software tool that will enable business units to better manage their client and stakeholder information in a shared and transparent manner. Key 2015-16 milestones include: <ul style="list-style-type: none"> • Evolution of the CMM Centre of Expertise to help engage, onboard and support clients regarding the Microsoft Dynamics Platform. • Launch of the production environment in the fall of FY 2015/16. • Release of Stakeholder Management System to SPS Pacific, FEDNOR and SBTMS with 5 business units using the system by end of Q4. • Alignment and integration with Master 	▲				○	○	↻

2015-16 Activities ⁴⁶	Key Milestones for 2015-16	Linkages			Status		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	Data Management initiative in Q4. <ul style="list-style-type: none"> Work with clients to create solutions to business problem including IRB, FEDNOR, OSB and CIPO. 						
	Strengthen the Grants & Contributions Centre of Expertise by formalizing its support role to program areas. Key 2015-16 milestones include: <ul style="list-style-type: none"> Consultations with sectors and other stakeholders in September 2015. Should gaps be identified, the Centre will propose an Action Plan to IOC members. The Action Plan will be submitted to DGMAC and DMC in the fall for approval. 				n/a	○	➡

Operating as One

With an organization as large and a mandate that is as comprehensive as Industry Canada's, the Department must focus on strengthening its approach to managing horizontal priorities through the use of tools to connect and collaborate; access to information to develop more innovative solutions; and leveraging the power of our internal networks.

2015-16 Area of focus










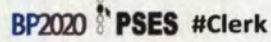


➔ Actively communicate and promote information sharing

A dedicated approach to communication and information sharing serves to connect ideas and activities throughout the department; provide better access to information to support innovation; and make more effective use of internal networks.











Alignment	Flexibility to Implement	Type of Change	Impact
BP2020 PSES #Clerk	<ul style="list-style-type: none"> Decision Method Timing 	<ul style="list-style-type: none"> Process Behaviour Culture 	<ul style="list-style-type: none"> All Sectors All Employees Regions

Performance Indicator				
• Number of internal visitors (web metrics)				
2015-16 Action Plan	Key Milestones for 2015-16	Status		
		Initial	Mid-Year	End of Year
Increase regular communication with employees	Held all staff town halls via webcast to 68 locations in the NCR and regions.	n/a	○	➡
	Host coffee chats between employees, the Deputy Minister and senior management.	n/a	○	➡
Launch new internal communication vehicles	Launch new "Spotlight Series" to explore topics such as conflict, giving and receiving feedback, values and ethics, emotional intelligence and respectful, healthy and inclusive workplaces.	n/a	☑	
	Use of videos to communicate and engage with staff: <ul style="list-style-type: none"> DM Talks with Dominic Barton and Don Tapscott Tribute video to recipients of the 2015 Deputy Minister/ Associate Deputy Minister Award of Merit 	n/a	○	➡
Create a knowledge-sharing bank	The CIO and CMB are collaborating to re-establish the intranet and ICWiki as the main department-wide knowledge-sharing tools. GConnex will continue to be promoted as a collaboration tool with a government-wide reach.	n/a	○	➡
Encourage collaboration and information sharing on enterprise-wide issues	IC has put in place a number of tiger teams: Canada Business Service Network (CBSN), big data, global value chains (GVC), and China strategy. <ul style="list-style-type: none"> The CBSN and GVC tiger teams have reported to DMC, and the work of the Big Data tiger team is ongoing and is being used to support broader efforts led by PCO. An IC pilot project utilizing big data is under development. The China tiger team has developed a three-phase work plan and has finalized the team's membership, including a DG contact group and working group of officers. The tiger team "soft" launch was at the Service Lab on April 22, with a second meeting with the DM and ADM champions held during the week of May 4. Target is to complete phase 1 of work plan by the end of summer 2015. 	n/a	○	➡











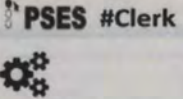









Details on additional activities, which are integral to Industry Canada's efforts to increase collaboration and cohesion within the organization, are outlined in the table below.

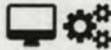
2015-16 Activities ⁴⁷	Key Milestones for 2015-16	Linkages			Status		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
Government of Canada							
Implement Open Government 	Present IC's Open Government Implementation Plan to DGMAC on October 6, 2015 and to DMC on October 21, 2015 prior to its submission to TBS in late October 2015. Draft data inventory due to TBS in 2016.						
Implement Data Centre Consolidation/ Workload Migration Project 	Continue work on the SSC-led Data Centre Consolidation project. Key milestones for 2015-16 include: <ul style="list-style-type: none"> Refining the project planning documentation; Received Stage Gate 2 approval at Investment Board on September 14, 2015. Piloting application migrations, pending confirmation of the schedule by SSC. 						
Lead the service for business strategy and business transformation ⁴⁸ 	Implement IC's Service to Business Strategy, including departmental compliance with TBS Policy on Service and reporting to TBS on IC Service Management through the Management and Accountability Framework. Present the Service Strategy Implementation				n/a		

⁴⁷ Activities Legend:

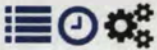



Alignment:	 BluePrint 2020	 Public Service Employee Survey	 Clerk of the Privy Council Priorities
Flexibility to Implement:	 Decision	 Method	 Timing
Type of Change:	 Technology and Material	 Process	 Behaviour
			 Culture

⁴⁸ Planned spending related to this activity is reflected under Strategic Outcome 3 "Canadian businesses and communities are competitive".


2015-16 Activities ⁴⁷	Key Milestones for 2015-16	Linkages			Status		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	Plan to DGMAC on October 6, 2015 and to DMC on October 21, 2015.						
	Serve as the lead, alongside the Canada Revenue Agency, to establish the Business Number (BN) as the common business identifier across government.				n/a		
	Establish the Industry Canada Service Lab to support the generation of innovative solutions when delivering government services for business.				n/a		
Implement a new and consolidated email platform 	Implement the SSC-led Email Transformation Initiative (ETI): <ul style="list-style-type: none"> Industry Canada users enrolled to the new email system from August 16, 2015 to September 10, 2015. Industry Canada users are migrating to the new email system from September 14, 2015 to October 9, 2015. Work continues on ETI related activities including the clean-up of public folders and conversion to Generic Mailbox Accounts (where applicable), and the renaming of generic and resource mailbox accounts and distribution lists. 						
Implement the electronic document and records management solution for the GC 	Clean-up and reduce information holdings of shared and personal drives by 30 percent by end of October 2015, ahead of GCDOCS implementation.						
	Continue implementation of the GCDOCS project in accordance with the updated roadmap presented to Investment Oversight Committee in June 2015. Rollout to business units is expected to begin in April 2016 2016. Deployment schedule is dependent on the						

2015-16 Activities ⁴⁷	Key Milestones for 2015-16	Linkages			Status		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	timing of infrastructure availability from SSC.						
Implement HR Transformation Initiatives 	<p>The Pay Modernization Project will replace the government's outdated pay system with "Phoenix," a modern, commercial off-the-shelf solution, which includes streamlined and modernized business processes.</p> <p>Key milestones for 2015-16 include:</p> <ul style="list-style-type: none"> Onboarding of IC's pay accounts to Phoenix; Alignment of IC's HR processes with the Common HR Business Process to ensure a smooth transition of IC pay data to Phoenix; and Ensuring IC employees and managers are informed of the transfer and provided with training needed to use the new system, including relating to any process changes related to employee pay transactions. 	▲			○	◎	◎➔
	<p>The Consolidation of Pay Services Project is consolidating pay services from participating departments and agencies to the Public Service Pay Centre in Miramichi, NB.</p> <p>Key milestones for 2015-16 include:</p> <ul style="list-style-type: none"> Transferring IC pay accounts to the Public Service Pay Centre in October 2015; Establishing a compensation liaison office within IC to ensure an effective liaison between IC and the Pay Centre; and Ensuring IC employees and managers are informed of how this change impacts them, including how to contact the Pay Centre for pay-related matters. 				○	◎	◎➔
	On boarding to myGCHR will improve HR service delivery and reduce the HR footprint	▲			n/a	○	◎➔

2015-16 Activities ⁴⁷	Key Milestones for 2015-16	Linkages			Status		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	<p>and costs by implementing a Common Human Resources Business Solution, i.e. migration to a standard configuration for PeopleSoft.</p> <p>Key milestones for 2015-16 include:</p> <ul style="list-style-type: none"> Working with CIO to ensure plans are in place for onboarding and post-onboarding support; and Propose a project to implement a Business Intelligence tool to complement and enhance functionality expected in MyGCHR and support business-related HR analytics. 						
	<p>HR Modernization</p> <p>Key milestones for 2015-16 include:</p> <ul style="list-style-type: none"> Steps taken to realign HRB organization to reflect implementation of HR Transformation initiatives, as well as improve client service delivery. 				n/a		
<p>OL Regulations Re-application Exercise</p>	<p>Further to the regulatory requirement that Treasury Board Secretariat re-assess linguistic demands at specific points of service to the public, Industry Canada is collecting data on the public's official language of choice in the Spectrum, Information Technologies and Telecommunications' (SITT) regional offices located in Val d'Or (QC), St. John's (NL) and Prince George (BC). Based on guidance from Statistics Canada on obtaining a statistically significant sample, the exercise is currently expected to be completed on December 31, 2015.</p>				n/a		
<p>Support the GC Web Renewal Initiative</p>	<p>Supporting the migration of the Industry Canada web holdings to Canada.ca. Additionally, working with</p>				n/a		

2015-16 Activities ⁴⁷	Key Milestones for 2015-16	Linkages			Status		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	<p>departments/agencies across the Government of Canada as the lead for three Canada.ca themes: Business and industry, Money and finances, and Science and innovation.</p> <p>Key Milestones for 2015-16 include:</p> <ul style="list-style-type: none"> • Collaborating with theme partners to develop the theme and topic pages for each of the three themes on Canada.ca. • Beginning the migration of the website into the new Managed Web Service procured by TBS. • Converting web applications to the Web Experience Toolkit (WET) 4.0 template and the Canada.ca look. 						
Industry Canada							
<p>Build a strong and unified departmental vision</p> <p>BP2020</p> 	<p>Establish and launch new vision and mission statements for Industry Canada.</p> <p>Key Milestones for 2015-16 include:</p> <ul style="list-style-type: none"> • Completed a department-wide vote to select final vision statement. • Deputy Minister announced the new vision and mission statements (during NPSW 2015). • Held reception in the Service Lab to launch a series of events designed to make the new vision and mission live in the department. • Strengthen vision/mission presence throughout Industry Canada buildings using a variety of products, such as large window decals, posters, and stickers. • Launch of department-wide challenge to create and share simple videos demonstrating how employees are making the vision/mission real in their work. 				n/a		

2015-16 Activities ⁴⁷	Key Milestones for 2015-16	Linkages			Status		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	<ul style="list-style-type: none"> Ongoing engagement at the working level to encourage teams to consider how the vision and mission apply to them. 						
	<p>Implement a new departmental corporate look.</p> <p>Key Milestones for 2015-16 include:</p> <ul style="list-style-type: none"> Provided a preview of the new look during NPSW. Formally roll-out of the new corporate look in summer 2015. Update the publishing toolbox and templates to enable staff to apply the look. 				n/a		
<p>Lead Business Analytics and Big Data Projects</p> <p>#Clerk</p>	<p>Begin initial implementation of the five-year business analytics roadmap, which establishes the foundational elements to enable increased horizontal data sharing and harness the value of Big Data.</p> <p>Key milestones for 2015-16 include:</p> <ul style="list-style-type: none"> Establish project planning functions. Optimize and standardize Business Intelligence software. Implement of the first phase of a Master Data Management (MDM) infrastructure focused on high value data collected by many lines of business. Launch of an Information Governance Centre of Excellence to assist with mastering data management across many lines of business. 						
<p>Continue Business Capability Mapping Initiative</p> <p>BP2020</p>	<p>The objective of this initiative is to support IC's Enterprise Architecture by documenting the relationship between business and IT for IC's business units. In 2015-16, mapping of CRC, IRB, OCS, and Tourism will be completed. In</p>				n/a		

2015-16 Activities ⁴⁷	Key Milestones for 2015-16	Linkages			Status		
		Investment Item	Corporate Risk	HR Strategy	Initial	Mid-Year	Projected at End of Year
	addition, mapping of CMS and SITT will be undertaken.						

Investment Items

The following tables present an overview of planned major investments in assets, services and projects. Detailed information on the items can be found in Annex 5. Estimated costs may have changed since the previous fiscal year as a result of changes to operational requirements, and as project plans proceed through the Stage-Gate framework (see Annex 2). Footnotes are provided as appropriate to explain the more significant changes.

Major Investments by Category

Assets > \$500K

Description	Lead Sector	2015–16 Planned Cost	Total Planned Cost (5 years)	Duration (FY to FY)
IFMS Licence and Program Office Fees	CMS	\$606,966	\$3,034,830	2015-16 to 2019-20
Installation and construction for replacement security barriers	CMS	\$770,000	\$770,000	2015-16

Services > \$500K

Description	Lead Sector	2015–16 Planned Cost	Total Planned Cost (5 years)	Duration (FY to FY)
Audit Services	AEB	\$450,000	\$2,250,000	2015-16 to 2019-20
Security Services	CMS	\$1,100,000	\$5,781,960	2015-16 to 2019-20
Employee Assistance Program	CMS	\$217,728	\$1,088,640	2015-16 to 2019-20

Projects⁴⁹

A number of projects aimed at building and enhancing the corporate infrastructure as well as implementing Government of Canada transformation initiatives are either underway or planned over the next five years. Proposed and active projects above \$250,000 are detailed in the tables below. Small projects under \$250,000 include the Pay Modernization project, which will integrate IC into the new GC Pay Modernization system, and the implementation of a self-directed boardroom reservation tool.











Projects > \$250K – Proposed

Name / Description	Sector	2015–16 Planned Cost	Total Planned Investment Cost ⁵⁰	Duration (FY to FY)	Current Stage	Project Health	
						Cost	Schedule
<p>Business Intelligence and Analytics – Sub-Project 2 Implement the second phase of Master Data Management corporate wide and additional Business Intelligence and Analytics capabilities that aligns with the 5 year roadmap.</p>	CIO	\$0	\$2,000,000	2015-16 to 2017-18	2	○	○
<p>Service to Business IT-Enabling Transformational Projects Bundle This project is the evolution of Phase 2 of the original e-Service to Business pilot (completed in July 2014). It is a collaborative effort among SBTMS, CIO, CMB and CIPO to improve the design and delivery of government services to business. Scope is to start with Industry Canada, then expand to include Industry Portfolio partners and other government departments and agencies.</p>	CIO	\$1,128,169	\$1,824,169	2014-15 to TBD	2	○	○
<p>Government of Canada (GC) Web Renewal Initiative TBS is leading a government-wide initiative to consolidate all 1,500 GC websites to one website: canada.ca. Industry Canada has been designated as the theme lead for three major sections of the website: Business and industry, Money and finances, and Science and innovation.</p>	CMB	\$1,736,200	\$3,506,933	2013-14 to 2017-18	2	○	○

⁴⁹ Project information reflects September 14, 2015 Investment Board Decisions.

⁵⁰ Planned Project Cost (Stage 3-5).

Projects > \$250K – Active

Name / Description	Sector	2015–16 Planned Cost	Total Project Cost (Planned) ⁵¹	Duration (FY to FY)	Current Stage	Project Health	
						Cost	Schedule
<p>Data Centre Consolidation This SSC led initiative will consolidate and decommission 485 legacy Data Centres throughout all 43 GC organizations; down to 7, modern, secure, world class Data Centres by 2020. Within Industry Canada, all Business Applications will be assessed and categorized for migration planning. Benefits are expected to include increased storage and bandwidth, performance, redundancy, agility and security.</p>	CIO	\$416,000	\$2,968,000	2013-14 to 2019-20	3		 52
<p>IC Control Desk Implementation Replace and consolidate existing IT Service Management disparate and non-integrated tooling which is used in the management of day-to-day IT operations. An integrated Service Management toolset will allow streamlining, integration and standardization of processes and tools. New tool will need to conform with SSC direction.</p>	CIO	\$1,015,704	\$2,180,936	2014-15 to 2015-16	3		
<p>Business Intelligence and Analytics – Sub-Project 1 Implementation of BIA capabilities to improve corporate-level decision making supported by centrally managed corporate data enabled via a metadata and master data management framework.</p>	CIO	\$1,492,720	\$3,365,040	2013-14 to 2016-17	3		
<p>On-boarding to My GCHR (GC HRMS v9.1) This project involves transitioning our IC HRMS (PeopleSoft) version 8.9 to a Government of Canada single instance of PeopleSoft version 9.1, now named My GCHR. Instead of hosting our own IC system, this standardized GC system will be centrally hosted (by SSC or PWGSC) and accessed by many departments/agencies.</p>	CMS	\$1,400,000	\$1,659,000	2015-16 to 2016-17	3		
<p>Email Transformation Initiative (ETI) Shared Services Canada is implementing a consolidated email system for the GC. This IC-ETI project includes all the activities required to successfully prepare to migrate current IC email services to the new SSC email service.</p>	CIO	\$1,785,838	\$2,275,005	2013-14 to 2015-16	3		

⁵¹ Planned Project Cost (Stage 3-5).

⁵² Since March 25, 2015, IC is awaiting from Shared Services Canada technical environments for pilot projects.

Name / Description	Sector	2015-16 Planned Cost	Total Project Cost (Planned) ⁵¹	Duration (FY to FY)	Current Stage	Project Health	
						Cost	Schedule
<p>GCDOCS The GCDOCS project is the implementation of the GC standard for Electronic Document and Records Management repository (GCDOCS) for the storage, search and management of unstructured information.</p>	CIO	\$2,814,405	\$7,606,319	2012-13 to 2016-17	4	○	○
<p>Secure Document Sharing – Portable Media Solution Address the immediate risks of portable media devices within Industry Canada by procuring and deploying a portable media encryption solution and device management solution. This will ensure that all IC information which is to be transferred to a portable media device will be properly safeguarded from unauthorized access through the use of encryption and that only IC approved portable media devices can be used to store Industry Canada data.</p>	CIO	\$225,000	\$373,463	2014-15 to 2015-16	3	○	○
<p>Client and Case Management Solution (Cluster) CCMS Numerous business units have identified a need for a software tool that will enable them to better manage their client / stakeholder information in a shared and transparent manner across their business units. In concert with these business needs, business units have also expressed the need for software tools that will enable them to better manage individual cases (also referred to issues or matters) in a similar shared and transparent manner. To meet this need a cluster was created to procure and establish Centre of Expertise for deployment of Case Management Solutions within the department.</p>	CIO	\$466,267	\$1,506,570	2010-11 to 2015-16	4	○	○
<p>IC Identity Management (IdM) This project addresses known risks with the current IC Registration system and provides services required to protect sensitive client accounts and personal information.</p>	CIO	\$154,727	\$601,727	2010-11 to 2015-16	4	○	○
<p>Web Interoperability Implementing the TBS Standard on Web Interoperability.</p>	CMB	\$0	\$1,930,192	2012-13 to 2015-16	5	○	○
<p>Web Renewal and Accessibility Remediation of departmental applications, remediation of e-Forms, .pdf and html content, and applying ROT (redundant, outdated, trivial) principles to existing content during remediation.</p>	CMB	\$0	\$2,238,536	2011-12 to 2014-15	5	○	○

Name / Description	Sector	2015–16 Planned Cost	Total Project Cost (Planned) ⁵¹	Duration (FY to FY)	Current Stage	Project Health	
						Cost	Schedule
National Accommodation Strategy National Accommodation Strategy (NAS) to reduce Industry Canada's office accommodations across the country to meet Government of Canada space saving targets announced in April 2012.	CMS	\$3,422,000	\$18,101,580	2012-13 to 2020-21	4		
Printer Optimization Project to revitalize print environment, reduce costs, improve customer satisfaction and end user productivity	CIO	\$0	\$646,000	2008-09 to 2014-15	5		
Distributed Software Renewal (DSR) – Windows 7/MS Office 2010 Procurement, preparation and implementation of new desktop operating system and office productivity suite (Windows 7/MS Office 2010/IE9).	CIO	\$15,000	\$14,229,255	2012-13 to 2015-16	5		

Corporate Risks

In addition to the corporate priorities described above, the Department will also take a proactive approach to limiting potential risks related to Internal Services. The Corporate Management Sector (CMS) will implement mitigation strategies to achieve a flexible workforce and ensure the physical security of IC-occupied buildings. In addition, CMS and the Chief Information Office Sector (CIO) will implement strategies to ensure sensitive information is appropriately safeguarded. CIO will also implement strategies to effectively leverage internal processes and internal practices which ensure the Department is able to deliver on projects, and to assist sectors in their efforts to capitalize on the opportunities provided by Big Data in a timely manner.

See the tables below for further details, and Annex 6 for full information on the related mitigation strategies and action plans.

Category: Human Resource Management			
Risk Owner	Risk Rating		
	Initial	Mid-Year	Projected at year end
<ul style="list-style-type: none"> Assistant Deputy Minister, Corporate Management Sector (CMS) Shared risk for all Sector Heads 			
Risk Statement			
There is a risk that the Department will fail to capitalize on the opportunity for culture change to achieve a flexible workforce.	Medium	Medium	Medium
Mitigation Strategy			

⁵³ The schedule indicator is yellow because although the project is complete across the department, a few printer exceptions remain at CIPO. Work is ongoing to complete the deployment in a manner that is least disruptive to users.

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: Capital Infrastructure and Investments			
Risk Owner	Risk Rating		
<ul style="list-style-type: none"> Assistant Deputy Minister, Corporate Management Sector (CMS) 			
Risk Statement	Initial	Mid-Year	Projected at year end
There is a risk to the physical security of IC-occupied buildings against unauthorized access by an individual(s) with malicious intent.	Medium	Medium	Medium-Low
Mitigation Strategy			
To mitigate this risk, the Department will strengthen departmental security governance structures and emergency management practices to ensure effective response to emergency situations, upgrade security infrastructure to deter unauthorized access to IC-occupied buildings, enhance security awareness across the Department and undertake a review of security requirements in the regional offices, and assess gaps in existing security controls.			

Category: Program Design and Delivery			
Risk Owners⁵⁴	Risk Rating		
<ul style="list-style-type: none"> Chief Information Officer, Chief Information Office Sector (CIO) Assistant Deputy Minister, Corporate Management Sector (CMS) Shared risk for all Sector Heads 			
Risk Statement	Initial	Mid-Year	Projected at year end
There is a risk that inadequate capacity to manage departmental information may lead to the unauthorized release of sensitive information and damage the Department's reputation and credibility.	Medium-High	Medium-High	Medium
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.			









⁵⁴ 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: Program Design and Delivery			
Risk Owner	Risk Rating		
<ul style="list-style-type: none"> Chief Information Officer, Chief Information Office Sector (CIO) 			
Risk Statement	Initial	Mid-Year	Projected at year end
There is a risk that the Department may not be able to optimize its IT investments and implement a successful enterprise approach to IT in alignment with new Government of Canada IT services directions and Shared Services Canada.	Medium	Medium	Medium
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. In 2014-15, IC developed a new project ranking framework to assist with the prioritization of projects within its diverse project portfolio. The 2015-16 Departmental Project Investment Planning process will guide project prioritization and investment decisions.			

Category: Reputational and Stakeholder Expectations			
Risk Owner	Risk Rating		
<ul style="list-style-type: none"> Chief Information Officer, Chief Information Office Sector (CIO) 			
Risk Statement	Initial	Mid-Year	Projected at year end
There is a risk that the CIO will not be able to assist Sectors in their efforts to capitalize on the opportunities provided by Big Data in a timely manner.	Medium-Low	Medium-Low	Medium-Low
Mitigation Strategy			
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 capabilities developed by this project to implement Big Data activities 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.			

Human Resource Strategies

In addition to issues related to 2015-16 Corporate Priorities (see table below), employee training, skill development and resource capacity issues have been identified as key HR issues and will be addressed through recruitment, training and development for employees. Ongoing monitoring of employment equity representation will be done to ensure that recruitment and promotions reflect government and departmental commitments to employment equity, diversity and inclusiveness.

Sub-Program	Sector	Description of Key HR Issue(s)	Actions to Close Gap/Need	Status		
				Initial	Mid-Year	Projected at year end
Management and Oversight	OCS	There are change management concerns related to the implementation of both ccmMercuryEnterprise and GCDocs within a short timeframe.	Introduce new business processes combined with vendor-led training on ccmMercuryEnterprise to ensure users understand how to use the new tracking tool for executive documents.			
Human Resource Management	CMS	There is a high rate of departure of employees occupying HR Coordinator positions (CR5). The loss of HR Coordinators may disrupt HR Service delivery to hiring managers.	HRB has run multiple internal and external processes to establish pools of CR-05 candidates, and successfully filled vacancies. As turnover continues, HRB will to continue to use all available recruitment mechanisms to ensure timely staffing of vacancies.			
	CMS	Issues arising from the Public Service Employment Survey (PSES) (e.g., rates of harassment and discrimination) could lead to increased demand for services and support by Conflict Prevention and Early Resolution Office.	The Respectful, Healthy, and Inclusive Workplace Initiative was launched on June 4, and general information sessions were held on June 17 and July 22. In addition, IC's Conflict Prevention and Early Resolution team has delivered 1 workshop and 5 presentations related to the Initiative as of September 2, 2015. Information about the initiative has been shared with five OGDs so far (Library of Parliament, Treasury Board Secretariat, Canadian Food Inspection Agency, Department of Fisheries and Oceans and Canadian Heritage). The initiative was presented to the interdepartmental network on prevention and resolution of harassment, including informal conflict management practitioners, being organized by Treasury Board Secretariat for September 18th			

	CMS	<p>Implementation of changes to staffing practices could require increased focus on the learning and development needs of HR Advisors.</p> <p>Need to ensure future HR Advisor (PE) requirements are addressed by developing the existing workforce.</p> <p>In addition, concerns regarding the impact of the PE Generic Implementation may increase churn and therefore affect HR corporate support and/or HR services.</p>	<p>Preparations for implementation of PE Generic job descriptions are underway, with full implementation to be complete by April 1, 2016. HRB employees will be kept informed throughout the implementation process.</p> <p>IC continues to use the PE development program to advance PE employees; so far in 2015-16, two PE-01s have been hired, and an advertised internal PE-01 process is underway; also, there have been 4 promotions within the program so far in 2015-16.</p>	○	○	➡
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Annex 1 - Industry Canada Governance Framework

1. Corporate Governance at Industry Canada

1.1 Governance Model

Industry Canada's governance model is designed to ensure that the Department's activities and decisions are managed coherently and strategically, and that departmental officials are able to exercise their collective responsibility to ensure sound and strategic management of the Department's affairs.

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. This model takes into account the requirements of the Policy on Management, Resources and Results Structures for the Deputy Minister to ensure "that the Department's information systems, performance measurement strategies, and reporting and governance structures are consistent with and support the Department's MRRS" , i.e., Strategic Outcomes and Program Alignment Architecture (PAA).

Under this model:

- Corporate governance structures and processes, including senior departmental committees and the Department's Integrated Business Planning cycle, are the means by which Industry Canada's corporate priorities, strategies, policy instruments and processes are established.
- Sector-specific governance structures and processes can be customized to support the mandate and responsibilities of individual sectors.
- Individual roles and responsibilities are exercised through participation in corporate and sector-specific governance mechanisms, as well as individual decision making within mandated and delegated authorities.

Industry Canada's governance model thus establishes a balance between corporate mechanisms, which ensure consistent management of the Department's affairs, and the flexibility required within sectors to effectively deliver programs and services to clients.

Industry Canada's Governance Framework complements the management frameworks in place for other internal service functions, including finance, human resources, information, technology, and materiel. Taken together, these frameworks provide comprehensive direction on how the Department manages its operations in a manner that is consistent with government requirements.

1.2 Accountabilities, Roles and Responsibilities of Senior Officials

As part of Industry Canada's governance model, senior departmental officials are charged with specific authorities, accountabilities and responsibilities. The following list provides an overview of the roles and responsibilities of the Department's senior officials.

1.2.1 Deputy Minister and Associate Deputy Minister

The accountabilities and responsibilities of the Deputy Minister (DM) are assigned by the Minister or through Government of Canada legislative and policy instruments. The DM's main role is to support the Minister's individual and collective responsibilities. As the chief manager of the Department, the DM is responsible for the appropriate management of public funds and property, human resources, official languages, and the proper application of values and ethics as described in the Code. The DM is further responsible for assisting the Minister in managing the Industry portfolio and supporting ministerial accountability in Parliament. Deputy Ministers are accountable to the Prime Minister, Minister, Treasury Board and the Public Service Commission, as well as for addressing errors in administration.

1.2.2 Chief Financial Officer

The roles and responsibilities of the Chief Financial Officer (CFO) are defined in the Policy on Financial Management Governance. These responsibilities include providing support to the Deputy Minister as:

- An objective strategic advisor for business and financial management;
- The key steward with respect to relevant legislation, regulations, policies, directives and standards related to financial management;
- A senior departmental executive providing the deputy head with independent and objective recommendations on all funding initiatives and resource allocations requiring the deputy head's approval; and
- The lead departmental executive for all aspects of financial management, program financing, financial reporting and disclosure, and for dealing with central agencies and other stakeholders concerning financial matters.

At Industry Canada, the CFO is also the Assistant Deputy Minister of the Corporate Management Sector and is responsible for ensuring that frameworks and processes are in place for the effective management of corporate planning and governance, parliamentary reporting, risk, performance measurement, accountability, facilities, security, and human resources.

1.2.3 Chief Information Officer and Information Management Senior Official

The Chief Information Officer (CIO) leads the sector responsible for information management (IM) and information technology (IT) at Industry Canada and is the Department's chief advisor on these matters. This official is accountable for the overall performance, effectiveness and efficiency of Industry Canada's IM and IT assets, services, policies and resources. In this role, the CIO oversees IM and IT planning for the Department, and is responsible for corporate project management and governance. The CIO also oversees the Departmental Project Management Office (DPMO), which is Industry Canada's centre of expertise on project management.

1.2.4 Director General, Audit and Evaluation Branch

The Director General of the Audit and Evaluation Branch (DG, AEB) is the Chief Audit Executive (CAE), the Head of Evaluation and the Senior Officer for Disclosure of Wrongdoing. The DG, AEB, provides the Deputy Minister, senior officials and departmental management with the capability to perform independent and objective internal audits, evaluations and reviews that are consistent with legislation and departmental and central agency policies. The DG, AEB, responds to departmental priorities and risks, and assists departmental management to enhance the efficiency, effectiveness and performance of departmental programs and operations.

In addition, the DG, AEB is responsible for the conduct of special reviews and the disclosure of wrongdoing. Special reviews are initiated at the request of senior management and can include forensic investigations for the Deputy Minister and senior management.

1.2.5 Director General, Communications and Marketing Branch

The Director General, Communications and Marketing Branch (DG, CMB), is accountable to the Deputy Head for setting and delivering an internal and external communications program. In this role, the DG, CMB, is the functional authority for all communications activities, and implements strategies, systems, processes and practices to deliver on communications that support the Department's mandate and operations. This includes managing Industry Canada's Web presence and content. The DG, CMB, is also responsible for overseeing the communications functional specialists working within the branch and elsewhere in the Department.

1.2.6 Senior General Counsel, Industry Canada Legal Services

The Senior General Counsel, Industry Canada Legal Services, acts as the principal legal advisor to Industry Canada, the Deputy Minister and his executive team. This official also functions as the principal interface between Industry Canada and the Department of Justice. The mandate, values, vision, priorities and objectives of both departments are considered to establish the strategic direction, operational objectives and priorities of the Industry Canada Legal Services unit.

1.2.7 Sector Heads

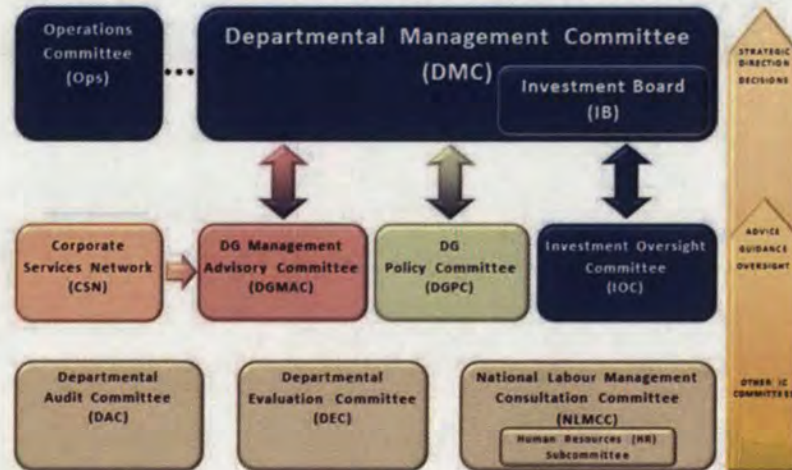
Assistant Deputy Ministers (ADMs) and their equivalents are responsible for delivering departmental objectives and ensuring value for money in the programs and services under their control. They are accountable to the Deputy Ministers for how the resources allocated to their organizations are spent and for the results achieved. In this role, Sector Heads, in consultation with their management team and the Deputy Ministers, identify program and operational priorities and determine how best to achieve these objectives in keeping with government priorities, including whole-of-government priorities, and in light of identified risks.

1.3 Senior Governance Committees

1.3.1 Governance Structure

The role of senior governance committees is instrumental in determining the work and the actions taken by the organization. Industry Canada's governance structure (see Figure 1) defines the relationships between committees and facilitates strategic discussions on key policy files and management issues, as well as robust oversight for all projects at key financial decision points.

Figure 1: Industry Canada Senior Governance Committees (June 2014)



Annual evaluations of the structure ensure that it functions as intended, and that committees have clear mandates as well as the right membership and composition to support the Deputy Minister and other senior officials.

1.3.2 Overview of Senior Governance Committees

All senior governance committees have established objectives and mandates, membership, meeting frequencies and procedures for the dissemination of information which are captured in the committee's terms of reference. All terms of reference are available to employees on the ICWiki.

Departmental Management Committee

Chair	Deputy Minister
Meets	Weekly
Members	All Sector Heads

Departmental Management Committee (DMC) is the senior decision-making committee responsible for internal and external operations. The committee provides direction on and endorses proposed strategies, frameworks, policy instruments, plans, activities and other initiatives that support Industry Canada's public policies, programs, and services, as well as its internal management functions. This allows for the integration of strategic policy discussions with risk, resource and capacity considerations in such areas as human and financial resources, IT and IM capacity, and accommodation. It also ensures Director General committees can support collective decision making and make appropriate linkages between issues and initiatives of importance to the Department.

Operations Committee

Chair Deputy Minister
Meets Weekly
Members Selected Sector Heads and other departmental officials

Operations Committee (Ops) ensures that senior officials remain well briefed on the Minister's and Department's top priorities and files for the week ahead. The committee receives regular briefings and updates on Cabinet business (e.g., Memoranda to Cabinet, Treasury Board Submissions), Ministerial briefings, key communications activities and events, priority policy files, and other items of interest.

Investment Board

Chair Associate Deputy Minister
Meets Quarterly
Members Selected Sector Heads

As a sub-committee of Departmental Management Committee (DMC), the Investment Board (IB) is 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 should be included in the investment plan; and tracks the performance of these investments. All projects must receive approval from the Investment Board to move from Idea Generation (Stage 1) to Concept Initiation (Stage 2) to Project Planning (Stage 3). In addition, projects over \$250,000 must complete a post-project review with the Investment Board.

Investment Oversight Committee

Chair Chief Financial Officer
Meets Biweekly
Members Selected Sector Heads

The Investment Oversight Committee (IOC) supports the Department's priorities and objectives by ensuring that grants and contributions proposals in excess of \$500,000 (or established thresholds), major procurement activities and projects conform to government requirements (legislation, policy) and Industry Canada processes, as well as support departmental priorities and objectives. IOC oversees Tier 1 and Tier 2 projects during Stages 3, 4 and 5, and authorizes projects to move to the following stage in accordance with Industry Canada's Project Management Stage-Gate Framework.

Director General Policy Committee

Co-Chairs Director General, Strategic Policy Sector & Director General (rotational)
Meets Weekly
Members Directors General, Policy Directorates (all sectors) and others

The Director General Policy Committee (DGPC) is responsible for informing Departmental Management Committee discussions on microeconomic frameworks, policies and initiatives for sound decision making. The Committee provides advice to sectors on policies and program initiatives prior to their consideration by Departmental Management Committee.

Director General Management Advisory Committee

Chair Director General, Corporate Management Sector
Meets Biweekly
Members Directors General (all sectors)

The Director General Management Advisory Committee (DGMAC) is responsible for informing Departmental Management Committee discussions on financial and human resource management, IM/IT, governance, and communications. The committee provides advice on strategies, policies, plans and initiatives related to Industry Canada's management functions, including their progress and impact.

Corporate Services Network

Chair Director, Corporate Management Sector
Meets Monthly
Members Directors

The Corporate Services Network (CSN) ensures that sectors remain informed about the directions and decisions affecting corporate services in the Department. Its mandate is to share information so that sectors and branches have consistent, accurate and current information on corporate strategies, plans, issues, initiatives, investments, as well as management priorities and practices. In addition, the committee functions as a consultative body, when required.

Departmental Audit Committee

Chair External Appointment
Meets 3–4 times per year
Members External Appointments

The Departmental Audit Committee (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. DAC's knowledge of the Department's priorities and context, and its working relationship with departmental managers, enable it to provide appropriate advice to the Deputy Minister and contribute toward the improvement of management at IC.

Departmental Evaluation Committee

Chair Associate Deputy Minister
Meets Minimum 3 times per year
Members Selected Executives

The Departmental Evaluation Committee's (DEC) 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 in support of evaluation.

National Labour Management Consultation Committee

Co-Chairs Deputy Minister and a labour representative (as determined by the bargaining agents)
Meets Minimum once per year
Members Equal representation from management and labour

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.

Human Resources Sub-Committee

Co-Chairs Director General, CMS-HRB, and a labour representative from the NLMCC (as determined by the bargaining agents)
Meets Minimum 3 times per year
Members Equal representation from management and labour

The Human Resources (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. The HR Sub-Committee reports to the NLMCC on its deliberations and findings, and provides recommendations to the NLMCC, as appropriate, on specific activities.

2. Integrated Business Planning and Reporting

One of the ways in which management excellence is achieved is through effective and efficient planning, implementing plans, measuring performance and reporting on results. Integrated business planning and reporting is the interaction and coordination that occurs between sectors and branches and the enabling functions in a department. Its goal is to align and integrate the human, financial, asset and information resources required to deliver on the business of government. Integrated business planning involves both being able to maximize the efficient use of resources, and seeking sustainable solutions by flagging potential problems early in the business planning process and by developing comprehensive risk mitigation strategies.

2.1 Integrated Planning and Reporting (IPR)¹

2.1.1 Overview

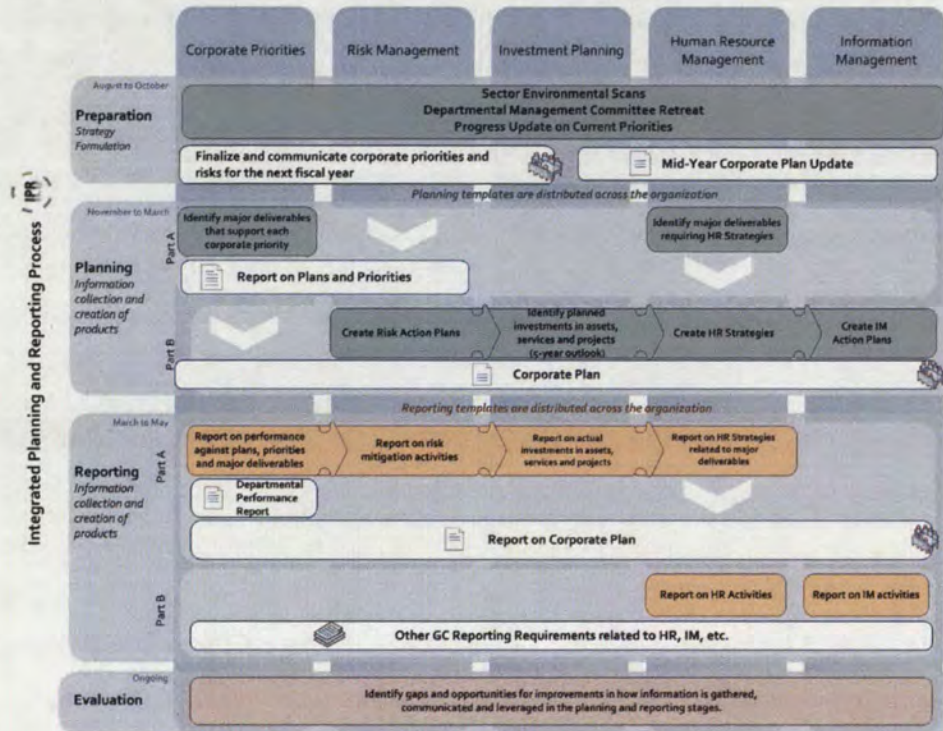
Integrated business planning and reporting at Industry Canada is a coordinated department-wide exercise designed to identify key priorities, challenges, risks, trends and opportunities. The process links the Department's mandate and priorities to the Strategic Outcomes found in the Program Alignment Architecture. This process also supports the execution of individual and collective accountabilities through systematic reporting on progress, performance and results. Much of the strategic, financial and operational data that informs Industry Canada's planning and decision-

¹ Hereinafter linkages with the integrated planning process are highlighted by the following icon:



making processes is gathered through this annual exercise. This includes information required for investment planning and risk management. The results of this process are reflected in Industry Canada's Corporate Plan, as well as in the Department's Report on Plans and Priorities, Departmental Performance Report, and various other corporate documents and activities.

Figure 2: Integration of Input from Management Areas in Integrated Planning and Reporting Outputs



2.1.2 Process

a. Preparation

In the summer, sectors scan their operating environment to identify challenges, opportunities and risk areas. Sector heads are briefed on the results of this scan in advance of the Departmental Management Committee (DMC) retreat held in the fall. At the DMC retreat, policy, management, risks, resources and investments are discussed by program and sub-program. The output of the meeting is a preliminary list of departmental priorities and risks for the upcoming fiscal year. Corporate risks are refined at a subsequent regular meeting of DMC.

Templates for the collection of planning information are developed by the Corporate Management Sector (CMS) and refined in consultation with corporate services leads and sector planners. Formal presentations on the integrated planning and reporting approach are made to the Corporate Services Network, DG Management Advisory Committee and Departmental Management Committee, as required.

b. Phase I: Planning

Information Collection

The information collection stage takes place in two phases:

- Phase I, Part A, which takes place from October to November, is targeted at collecting information specific to key plans and milestones as they relate to departmental priorities established by DMC. This planning information is also provided in the context of the related program and sub-program activity level expected results, performance indicators and targets.
- Phase I, Part B, which takes place from November to January, focuses on the operational requirements needed to achieve the business objectives identified in Phase 1, Part A. This includes any proposed projects and specific investments in assets and acquired services for the following five years as well as HR strategies.

Product Development and Decision Making

The information collected is used by CMS to develop a variety of corporate planning products throughout the year, including the Corporate Plan, which also serves as the Department's Investment Plan, the Report on Plans and Priorities (RPP), Official Languages Action Plan and HR Resourcing Strategy.

Sectors also use the information collected to develop their own planning products, such as business plans, human resource plans, information management/information technology (IM/IT) plans and communications plans.

c. Phase II: Reporting

Information Collection

In March, the focus is on gathering on performance information against the plans and priorities outlined in the Corporate Plan and the Report on Plans and Priorities at the beginning of the fiscal year. Additionally, sectors provide information specific to performance against the indicators and targets specified in the Department's Performance Measurement Framework (PMF).

Information is also collected regarding commitments captured in the sector-level HR strategies and Information Management (IM) Action Plans, as well as information for annual reports on official languages, employment equity and diversity, for the departmental staffing action report.

Product Development

The information collected is used by CMS to develop the Departmental Performance Report and the Annual Report on the Corporate Plan. Information is also used by CMS and Sectors to fulfill various Industry Canada and Government of Canada reporting requirements.

d. Evaluation

The integrated planning and reporting process is evaluated annually after steps 2 and 4 to identify gaps and opportunities for improvements in how information is gathered, communicated and leveraged. For this, CMS convenes the Integrated Planning Network which enables corporate, business and functional planners to share information and feedback on integrated planning and reporting processes, tools and future directions.

2.2 Investment Planning

Industry Canada's Investment Planning Framework is designed to provide ongoing and comprehensive oversight of investments throughout their life cycle. Within this structure, committees function as the primary mechanism through which senior management exercises its collective responsibility to set priorities, manage change, and make strategic decisions about investments and resources. Oversight of the Department's investments is ensured by both the corporate governance structures established to monitor investment activities, and by the mechanisms in place at the operational level to track assets and acquired services and to manage projects.

a. Information Collection



Sectors identify investments in assets, services and projects during Phase I, Part B of the Integrated Planning and Reporting (IPR) process. Projected investments are necessarily tied to departmental priorities and major deliverables identified by senior management during Phase I, Part A of IPR, as well as Sectors' expected budget.

b. Definition of Investments in Assets, Services and Projects

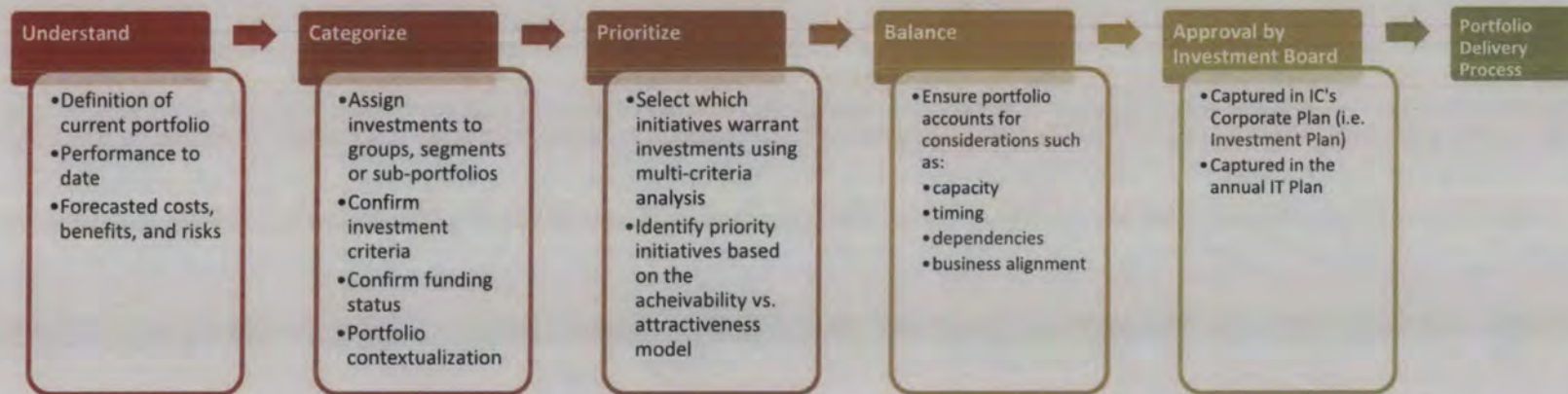
Assets and Services

Investments involving the acquisition of major goods or services are presented by program managers to the Investment Oversight Committee (IOC) to ensure that they are well designed and conform to government requirements (legislation, policy) and Industry Canada processes, as well as support departmental strategic objectives and priorities. The IOC advises program managers to approve or amend major procurement activities.

Projects

An updated project portfolio management framework was developed for the 2015-16 planning cycle (see figure 3 below) to make it easier for Investment Board to discuss and approve the project investment portfolio. Notable changes to the framework regard the prioritization of investments, which is now based on projects' achievability and attractiveness. Attractiveness relates to the overall benefit of a project and considers the project's alignment with sector, departmental and Government of Canada strategies, operations and efficiencies. A project with a high Attractiveness score has a high benefit. Achievability relates to the difficulty or risk of doing the project, and considers factors such as project management expertise, complexity of the project and stakeholders, and major dependencies. A project with a high Achievability score would have fewer risks associated with completing the project successfully. The Achievability versus Attractiveness model results in a list of all projects, ordered by priority. The framework also considers the long-term viability and affordability of projects.

Figure 3: Project Portfolio Management Framework



c. Approval of the Investment Plan

Projected investments endorsed by the Investment Board and the Investment Oversight Committee regarding the acquisition of assets and services, as well as investments in projects are reflected in the Corporate Plan, which also stands as the departmental Investment Plan. The Corporate Plan is approved by the Departmental Management Committee.

d. Monitoring and Evaluation

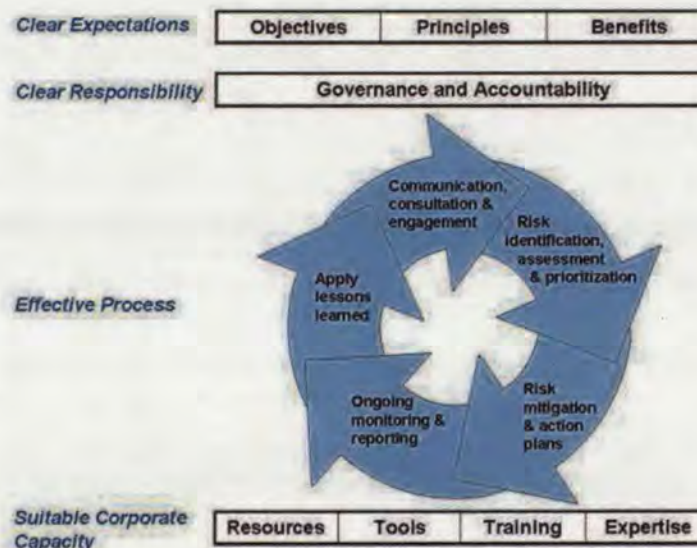
The investment portfolio is not static, and investment decisions may be revisited during the year in response to shifts in the financial and/or operating environments. As well, the regular assessment of performance against defined indicators and targets provides valuable insight into how well assets are performing, where investments are required in support of the strategic direction of the organization and how the Department can generate maximum benefit from its resources. Regular updates to committees and senior officials on the status of contracts, projects and other investments, in combination with ongoing discussions between the Deputy Minister and Sector Heads on each organization's priorities, pressures, requirements and status, allow Industry Canada to adjust investment plans, priorities and activities accordingly. In all cases, proposed changes to the investment portfolio are assessed in terms of their potential impact on program, financial and operational performance, as well as the Department's capacity to achieve results. Any changes in investment plans must adhere to the Department's governance procedures and requirements, including review by the Investment Board and/or Investment Oversight Committee. Details of the Investment Planning Performance Measurement Strategy can be found in Annex 3

2.3 Integrated Risk Management

Integrated Risk Management (IRM) is a continuous and systematic process to understand, manage and communicate risk from an organization-wide perspective. IRM enhances operational effectiveness and strengthens departmental accountability and governance. Industry Canada's approach to risk management provides managers and employees with an integrated method to managing risk proactively; and, to guide them in implementing a comprehensive integrated risk management regime to ensure key risks pertaining to the Department's policy, regulatory, program, investment and management activities are identified, assessed, mitigated and communicated (see Figure 4).

The integration of risk management with the Departmental Governance Structure and the Integrated Business Planning process is highlighted below. In addition, there are other risks, such as those identified in the Departmental Security Plan, which are also managed at the corporate level. As appropriate, risks can also be identified and managed at the sector, program, and project levels. More broadly, through corporate strategies, policy instruments and processes, Industry Canada is able to integrate risk management practices into human resources, sector operations and other corporate and business functions.

Figure 4: Integrated Risk Management at IC



a. Risk identification, assessment & prioritization

Potential corporate risks are identified by Sectors Heads during the preparation stage of IPR through environmental scans conducted ahead of the Departmental Management Committee (DMC) Retreat. A preliminary list of departmental priorities risks for the upcoming fiscal year is created following the meeting and is further refined by the Director General Management Advisory Committee (DGMAC) prior to the launch of the IPR Planning stage. In addition, the Departmental Audit Committee (DAC) reviews and provides advice on the risk management arrangements established and maintained by the Department; this information is included in the DAC Annual Report.

b. Definition risk mitigation and action plans

Sector Heads are responsible for managing the risks attributed to their respective sectors. This included assessing risk tolerance and controls, as well as developing and implementing appropriate mitigation strategies and action plans. This is done through the completion of risks action plans during the planning phase of IPR.

c. Communication and monitoring of the Corporate Risk Action Plan



All corporate risks, and their associated mitigation strategies and action plans, are included in the Corporate Plan. The risks are also linked to relevant programs and services, as found in the Program Alignment Architecture, and corporate priorities. Mid-year and end of year reporting is done on the mitigation strategies and action plans. As well, key risks are highlighted in the Report on Plans and Priorities and Departmental Performance Report.

3. Performance and Reporting

Performance

The Program Alignment Architecture (PAA) is a structured inventory of all programs being delivered by the Department. The programs of the PAA are depicted according to their logical relationships to each other and the Strategic Outcome to which they contribute. The PAA also reflects how IC allocates and manages the resources under its control to achieve intended results. The PAA is supported by a performance measurement framework (PMF) that enables the Department to collect data and to make decisions on program design, management, allocations and strategies to better achieve expected results.

Reporting

The reporting cycle for Government expenditures describes the steps leading up to the tabling of various documents and processes related to the Government's Budget and expenditure plans. Reports on Plans and Priorities and Departmental Performance Reports support the Estimates process by providing financial and non-financial information to parliamentarians, who review and make decisions on the use of public funds by the Government.

The Report on Plans and Priorities (RPP) is the expenditure plan for the Department. The report provides detailed information on Industry Canada's priorities by strategic outcome, program and sub-program, and planned and expected results for a three-year period.

The Departmental Performance Report (DPR) presents information on the results achieved against planned performance expectations as set out in the RPP. The DPR covers the actual performance of the Department, including results that were achieved according to plans and results that were not achieved as originally planned. DPRs are tabled in the fall by the President of the Treasury Board on behalf of the Minister. The Department's Financial Statements are published as part of the DPR process.

Quarterly Financial Reports (QFR) are prepared by management as required by section 65.1 of the Financial Administration Act. The QFR should be read in conjunction with the Main Estimates and Supplementary Estimates for a given fiscal year.

Management practices and performance of the Department as a whole are captured in the annual Treasury Board (TB) assessment under the Management Accountability Framework (MAF). This annual process focuses on the implementation of TB policies and provides a mechanism to identify best practices. There are four areas of management assessed common to all departments, and three that are department-specific. In its recent update, MAF now provides the potential to identify horizontal themes across management areas across government.

Process

A preliminary review of PAA information and an environmental scan are conducted prior to the launch of the MRRS amendment process in the spring of each year. CMS consults with sectors on the Department's approach, strategies and improvements. Shortly after Treasury Board Secretariat (TBS) launches the MRRS amendment process, CMS submits a Notification of Intent on behalf of the Department indicating broadly the changes planned for Industry Canada's PAA.

Consultations and discussions with sectors continue following the MRRS launch, in order to validate Industry Canada's PAA information. CMS seeks appropriate approvals, i.e., attestation by the Deputy Head and/or the Chief Financial Officer, if delegated, and prepares final documents for submission to TBS, which are typically due in August of each year. After the PAA submission, Industry Canada's PMF is subsequently updated. CMS consults with sectors to update performance measures and related information. Final PMF information is approved by senior management and submitted to TBS in October.

Industry Canada's PAA and PMF are used to develop the Report on Plans and Priorities and Departmental Performance Report. CMS leads the development of these reports, gathering information through the Departmental integrated business planning process and prepares the required reports according to TBS requirements. Assistant Deputy Ministers approve the information in the RPP and DPR that pertains to programs under their responsibility. The Deputy Head and the Minister sign off before the documents are submitted to TBS for tabling in Parliament.

The MAF process launches in the summer of each year. CMS consults with management area leads and coordinates the Department's submission which is due in November. In February, TBS provides a draft release of their findings and asks departments to confirm information. The results are then finalized and released to deputy ministers in April.

4. Project Management

At Industry Canada all projects are governed by the Investment Board (IB), Investment Oversight Committee (IOC) and Project Steering Committees (PSCs). These committees make senior-level decisions on the projects and the project portfolio by providing: support and escalation channels, and ensuring investments are appropriate and strategically aligned. All projects follow the Department's Project Management Stage-Gate Framework (see Annex 2) and are gated by IB and IOC.

IC is always looking at ways to improve its project management practices, so regular changes are made to the methods / processes to scale and right-size governance to projects. For instance, as of March 2015, the gating for Tier 3 projects (\leq \$250K), from Gates 3 to 5 and Post Project Review, were delegated from the IOC to the sectors and supported by Sector-Head level management. This delegation is due to the low risk/complexity/cost implications, and to optimize the use of ADM level committees like IOC in order to focus on Tier 1 and 2 projects. Sectors are still expected to complete the project management deliverables as identified in the IC Project Management Stage-Gate Framework.

Roles and Responsibilities

This section outlines many of the roles involved in managing projects, including the client support process. A RASCI chart outlining who is responsible, accountable, consulted or informed (for each deliverable in the stage-gate process) is available on the Departmental Project Management Office intranet site.

Project Steering Committees (PSCs) promote sound stewardship of departmental resources by ensuring that projects at Industry Canada are individually and collectively well managed, and that these projects generate expected benefits. The PSCs provide oversight, strategic guidance and advice for individual projects that make up the Department's project portfolio. They assess whether projects are effectively scheduled, managed and on track to realize expected outcomes and benefits within approved boundaries for scope, budget and timelines.

The **Departmental Project Management Office (DPMO)** functionally resides in the Chief Information Office Sector (CIO), but acts at the departmental level for all projects. The DPMO develops and maintains project management processes, standards, tools, templates, and best practices. It is responsible for the development and continued support of project management standards, and the information systems that define project management for the organization; frameworks and process. It also provides client support for the Departmental Project Portfolio Management (DPPM) System, provides guidance and support to Business Sponsors and Project Managers; and guides business clients, project managers, and other stakeholders in the use of the tools and templates.

The **DPMO Governance team** within the CIO is the gate-keeper of the Project Steering Committee structure and updates it when required and informed by the PSCs' Secretariats. DPMO updates the structure when new projects are proposed or closed-out and will inform the appropriate PSC Secretariat on a quarterly basis (following an Investment Board meeting).

The **Executive Sponsor** is the Senior Executive of the sector responsible for funding the project. This is usually the ADM of the sector under which the project falls. If multiple sectors are involved, multiple ADMs will be considered joint executive sponsors. In the case of Treasury Board Submission Projects, the Executive Sponsor chairs the Project Steering Committee.

The **Business Sponsor** represents the benefactor(s) of the project deliverables/objectives and plays an important role in defining business requirements and in ensuring that the delivered product meets the needs of the business. It is the Business Sponsor who pays for the project costs unless there is a joint initiative.

The **Project Manager** is responsible for the success of the project from initiation to closure.

The **Project Management Specialist** provides support to project managers in applying project management standards and guides them through the governance processes.

Functional Leads (IT Project Manager / IT Lead, HR Lead, Finance Lead, other Leads) are responsible for the success of their component's portion of the project.

Project Team Members complete and track assigned project deliverables within the agreed time and budget as set out in the charter and agreed upon with the PM.

Account Managers (AMs) in the Chief Information Office are the first point of contact for sectors for all IT needs. AMs work with sectors to understand the high level business requirements and to assist them during Stage 1 - Idea Generation of the governance process.

The mandate of **PMNet** is to sustain a departmental perspective to support the IC Project Management and Governance Framework, and to provide advice on maturing and improving the Framework through discussion and communication. The objectives are to engage the IC PM community in the efficient management of projects within the Governance Framework at Industry Canada and to serve as a forum for discussion, information sharing, and contribution to the continuous improvement of project management processes at IC.

Process

The Project Management Stage-Gate Framework (see Annex 2) is a conceptual and operational road map for moving a project from idea to completion. Five stage-gates divide the effort into distinct stages separated by management decision gates. Each stage is comprised of a process and set of deliverables, which must be met in order to ensure approval at the associated gate and to progress to the next stage. This ensures that projects are formally reviewed on a regular basis, and that any issues or changes in the project are addressed prior to further investments of time and resources. Details on required deliverables and available tools and templates for each stage-gate are available on the [Departmental Project Management Office](#) intranet site.

Project Management Stage-Gate Process Overview



As part of Stage-Gate 1, the Investment Board assesses the merits of each project proposal as identified through the annual integrated business planning process. Based on standard criteria, prioritization and recommendation provided by the CIO Portfolio Planning organization, the Board decides whether a project should proceed or not.

The purpose of Stage 2 is to identify high level business and functional requirements, produce a business case that consists of an options analysis, cost estimates, risks/assumptions, and business benefits/outcomes. During Stage 2, all projects are categorized by tier based on monetary value. This defines how the project is to be managed and governed through the process. As projects move through gates 1 & 2 the governance committees reserve the right to change the project tier based on factors such as risk, complexity or visibility. During the subsequent stages, if the project costs change, the project tier category will be adjusted potentially resulting in different levels of governance.

Once the project documentation is approved by Investment Board, it moves to Stage 3. The Investment Oversight Committee (IOC) then oversees the implementation phases for Tier 1 and Tier 2 projects under Stages 3, 4 and 5. In addition, projects under \$250,000 must complete a post-project review with IOC, while projects over \$250,000 complete a post-project review with IB.

Industry Canada's Departmental Project Portfolio Management (DPPM) system is used to document, collect and report project data which simplifies the process to create, review and share the project reports with senior management. The application also supports strategic decision making as information is consistently recorded across the organization.

Privacy

As per the Project Management Stage-Gate Framework (see Annex 2), Project Managers are required consult with Information and Privacy Rights Administration (i.e.: ATIP Office) at Stage 2 (concept initiation) to identify whether further analysis would be required at Stage 3 (project planning) to assess and mitigate potential privacy risks when designing new and/or updating existing programs and services that involve the collection, use and disclosure of personal information. When required, a Core Privacy Impact Assessment must be completed in accordance with the *Directive on Privacy Impact Assessment*.

Organizational Project Management Capacity Assessment (OPMCA)

The Chief Information Office is responsible for conducting the Department's OPMCA, which is subsequently endorsed by the Investment Board. A summary of the OPMCA rating is approved by the Deputy Minister as part of the submission of Industry Canada's Investment Plan to Treasury Board, which occurs every three years.

The current rating of 2-Tactical confirms the Department has the capacity to successfully deliver projects to achieve evolving strategic objectives.

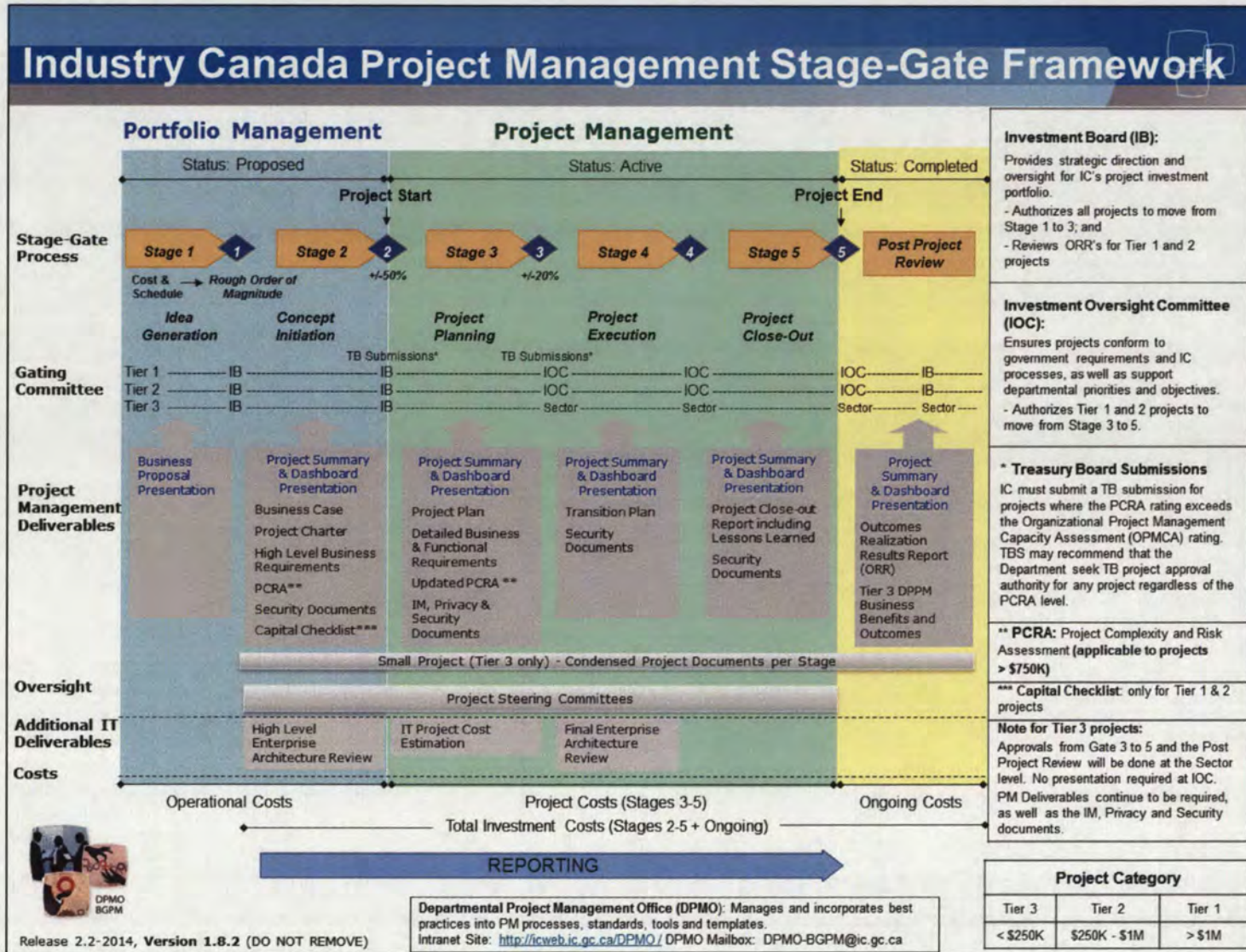
Project Complexity and Risk Assessment (PCRA)

PCRAs must be completed for all projects with total costs greater than \$750,000². These assessments are developed by the Business Sponsor during Stage 2, with support and guidance provided by the DPMO. Endorsement of each PCRA is required from the Business Sponsor. PCRAs are submitted for Treasury Board Secretariat (TBS) review using the TBS online application Callipers.

The objective of a PCRA review by TBS is to verify that the project aligns with Industry Canada's Investment Plan, ensure Industry Canada has followed its project management and governance oversight processes; determine whether the PCRA accurately reflects the risk and complexity of a project and whether additional Treasury Board approval would be necessary. For projects proceeding to Gate 2 prior to TBS PCRA acknowledgement, IB will grant a conditional Gate 2 approval pending acknowledgement of the PCRA from TBS. The PCRA is updated at Stage-Gate 3 which marks the end of the planning phase and the beginning of project execution. Project details, including available PCRA scores, are available in the Corporate Plan.

² For projects over \$1 million, a PCRA is completed and submitted to TBS. However, projects between \$750K and \$1 million may be required to complete a PCRA to determine the level of risk and complexity to ensure that the risk and complexity level does not exceed IC's OPMCA capacity class. In these cases, a PCRA might not be submitted to TBS.

Annex 2 - Project Management Stage Gate Framework



Annex 3 - Investment Planning Performance Measurement Strategy

Expected Result	Indicator	Target	Date to Achieve Target	Data Source	Frequency of Data Collection
IC staff engaged in investment planning are aware of their roles and responsibilities under the Industry Canada Investment Plan 2015-16 to 2019-20.	Number of informational emails from CMS/CPG (to keep stakeholders informed about the policies themselves, progress toward their implementation, and upcoming developments).	Will take place as needed.	n/a	Branch records	Annually
	Number of presentations to senior committees and stakeholders by CMS and/or CIO about the implementation of the investment planning and project management policies.	Will take place as needed.	End of FY 2015-16	Branch records	Annually
	Number of training sessions provided on the Departmental Portfolio Project Management (DPPM) tool.	100% of PMs and other staff requiring access to DPPM have completed the mandatory training.	End of FY 2015-16	DPMO records	Annually
IC staff engaged in investment planning comply with the requirements of the Industry Canada Investment Plan 2015-16 to 2019-20.	Percentage of awarded contracts for projects and major acquisitions within the Department's original estimates.	80%	End of FY 2015-16	DMC review of IC Investment Plan	Annually
	Percentage of projects and major acquisitions reviewed as per the governance process identified in the IC Investment Plan.	100%	End of FY 2015-16	RODs / Minutes	Annually
Industry Canada's investments support the Department's capacity to deliver its programs and services.	Percentage of projects and major acquisitions with clear linkages to the Department's PAA and Corporate Risk Profile.	100%	End of FY 2015-16	PCRAs Project Close-out reports Branch/Sector business plans	Annually

Annex 4 - Profile of Current Asset Base

Overview of Capital Asset Spending by Category

The following table provides an overview of capital asset spending for 2012-13 and 2013-14. Expenditures on capital assets vary from year to year in accordance with available funds and departmental requirements.

Capital Asset Category	2012-13		2013-14		Trend (\$)
	\$	% of total*	\$	% of total*	%
Buildings	3,566,347	23%	4,609,110	19%	↑ 29%
Machinery and Equipment	2,124,085	14%	4,118,025	17%	↑ 93%
Computer Hardware	739,044	5%	330,562	1%	↓ -55%
Computer Software	8,540,867	56%	15,063,779	61%	↑ 76%
Vehicles	215,395	1%	497,289	2%	↑ 131%
TOTAL	15,185,738		24,618,765		62%

*may add up to more/less than 100% due to rounding

Asset Base by Type

The following table provides specific information on Industry Canada's asset base. The data is current as of January 31, 2015.

Capital Asset Holding (>\$10K)	Number of Assets	Acquisition Cost (\$ million)	Net Book Value (\$ million)
Real Property			
Land	6	1.4	1.4
Buildings	65	54.2	20.2
Works & Infrastructure	15	11.4	3.0
Leasehold Improvements	41	40.0	6.0
Furniture and Furnishings	25	0.8	0.4
Total Real Property	152	107.8	31.0
Machinery and Equipment			
Machinery and Equipment	1680	58.7	14.7
Informatics Hardware	357	10.9	1.7
Informatics Software	270	64.3	9.0
Total Machinery and	2307	133.9	25.4

Equipment			
Vehicle / Fleet			
Vehicles	335	10.4	1.6
Total Fleet	335	10.4	1.6
Assets Under Construction ^(a)			
Buildings - AUC	49	10.7	10.7
Software - AUC	17	40.1	40.1
Other - AUC	11	2.2	2.2
Total Assets Under Construction	77	53.0	53.0
TOTAL ASSETS	2,871	305.1	111.0

Note: (a) An Asset Under Construction (AUC) is an asset that is being developed or constructed rather than acquired in its completed state. Amortization is not applied to AUCs since they are not yet in service.

Annex 5 - Planned Investments by Program Activity

Strategic Outcome 1: The Canadian Marketplace is Efficient and Competitive

Program	Marketplace Framework and Regulations
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Assets > \$500K

Name / Description	Lead Sector	2015-16 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
<p><u>Machinery and Equipment for Measurement Canada</u> Specialized test equipment, used by Measurement Canada to evaluate and approve state-of-the-art prototype measurement systems and physical measurement standards to test and certify the accuracy and performance of measuring devices throughout their use in the marketplace, is reaching the end of its life-cycle or must be replaced with more current technology. Additional measurement standards are also required to equip new inspectors hired to fulfill <i>Fairness at the Pumps Act</i> implementation commitments.</p>	SBTMS	\$200,000	\$1,675,000	2015-16 to 2019-20	Open Bidding (MERX)
<p><u>Fleet acquisition and replacement for Measurement Canada</u> Heavy and light duty vehicles are used by Measurement Canada inspectors and motor driver operators (MDOs) to transport test equipment and physical standards and to travel to locations to perform inspections and enforcement activities. Fleet acquisitions are required to equip new inspectors hired to fulfill <i>Fairness at the Pumps Act</i> implementation commitments (e.g. increased enforcement activities, audit/oversight of authorized service providers performing mandatory inspections) and to replace vehicles at the end of their life-cycle.</p>	SBTMS	\$400,000	\$1,480,000	2015-16 to 2019-20	Open Bidding (MERX)







Services > \$500K

Name / Description	Lead Sector	2015-16 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
<p><u>Development of the Internal Trade Barriers Index</u> Professional services to support the creation of the ITB Index.</p>	SPS	\$425,000	\$886,724	2014-15 to 2016-17	Open Bidding (MERX)
<p><u>Public Prosecution Service of Canada (PPSC) services for Office of Superintendent of Bankruptcy</u> Public Prosecution Service of Canada (PPSC) services related to enforcement of the <i>Bankruptcy and Insolvency Act</i>.</p>	SBTMS	\$1,200,000	\$6,290,000	2015-16 to 2019-20	MOU with PPSC
<p><u>Department of Justice, Legal Services for Office of Superintendent of Bankruptcy</u> Letter of Understanding (LOU) with IC's Legislative Services (ICLS) to apply the MOU between the Department of Justice and</p>	SBTMS	\$710,000	\$3,813,000	2015-16 to 2019-20	LOU

Name / Description	Lead Sector	2015-16 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
IC, with certain exceptions as detailed in the LOU.					
CIO Software Maintenance Plan for Corporations Canada Maintenance of Corporations Canada's applications.	SBTMS	\$1,600,000	\$8,000,000	2015-16 to 2019-20	MOU with IC
CIO Software Maintenance Plan for NUANS The maintenance and development to keep the application updated and functional.	SBTMS	\$270,000	\$1,350,000	2015-16 to 2019-20	MOU with IC
CIO Services for Corporations Canada and NUANS program The CIO provides Corporations Canada with a variety of delivery and operations services, including business and workplace solutions.	SBTMS	CC: \$605,000 NUANS: \$220,000	CC: \$3,025,000 NUANS: \$1,100,000	2015-16 to 2019-20	SLA with IC
Shared Services Canada Services for Corporations Canada Non-official agreement with Shared Services for general services such as network, computer services and telecommunications.	SBTMS	\$436,000	\$2,180,000	2015-16 to 2019-20	tbc
Human Resources Services for Corporations Canada MOU outlines the terms and conditions under which the Corporate Management Sector (CMS) will provide human resources services to Corporations Canada, including operational HR and corporate HR services.	SBTMS	\$175,000	\$875,000	2015-16 to 2019-20	MOU with IC
Hosting for CIPO Mainframe Enables CIPO to deliver programs and services related to intellectual property in accordance with its mandate.	CIPO	\$5,230,625	\$25,311,486	2015-16 to 2019-20	SLA with SSC
CIO services Provides IT services for CIPO.	CIPO	\$15,684,681	\$80,811,663	2015-16 to 2019-20	SA with IC
Shared Services Canada Operating Cost Provides IT services for CIPO.	CIPO	\$5,482,450	\$28,247,045	2015-16 to 2019-20	Pending MOU with SSC
IT Modernization Acquisition of specialized consulting services.	CIPO	\$1,245,000	\$6,767,000	2015-16 to 2019-20	Traditional Competitive
Mail Services Provision of mail services for CIPO.	CIPO	\$1,055,005	\$5,435,667	2015-16 to 2019-20	MOU with IC
IFMS Support Services Provision of IFMS support services such as training users, help desk, analysis and resolution of production issues, adaptive changes, enhancements and application maintenance.	CIPO	\$300,000	\$1,545,680	2015-16 to 2019-20	MOU with IC
Human Resources Services Provision of HR Services for CIPO.	CIPO	\$2,015,584	\$10,384,828	2015-16 to 2019-20	MOU with IC
Occupancy Instruments Covers various agreements to rent spaces (office, parking, storage) for CIPO.	CIPO	\$7,487,597	\$38,448,790	2015-16 to 2019-20	MOU with PWGSC
Banking Services Covers the cost of accepting credit card related to fees paid by external clients.	CIPO	\$780,000	\$4,018,768	2015-16 to 2019-20	MOU with PWGSC
Translation Services Covers acquisition of translation services via multiple contracts with external suppliers.	CIPO	\$2,078,798	\$10,393,990	2015-16 to 2019-20	Traditional Competitive
Legal Services Covers the provision of legal services to support CIPO's business activities.	CIPO	\$1,154,628	\$5,948,952	2015-16 to 2019-20	MOU with Justice Canada

Name / Description	Lead Sector	2015-16 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
Strategic Policy Services Covers policy development, legislative and regulatory modernization as well as economic and policy research.	CIPO	\$460,000	\$2,370,043	2015-16 to 2019-20	MOU with IC

Projects > \$250,000 – Proposed¹

Name / Description	Sector	2015-16 Planned Cost	Total Planned Investment Cost ²	Duration (FY to FY)	Stage			Project Health		PCRA Score
					At start of 2015-16	Current	At end of 2015-16	Cost	Schedule	
CIPO Client Relationship Management Foundation Establish a CIPO Wide Client Relationship Management (CRM) framework and capability. The first in a series of planned investments for a single CIPO CRM solution to improve the visibility and effectiveness of interactions with the public, agents, current and prospective IP rights holders. The project will establish the CRM solution infrastructure, design and implement client interaction processes within the CRM. It will also define a master client repository specification.	CIPO	\$1,173,597	\$1,028,957	2013-14 to 2016-17	2	2	4		 ³	PCRA review by TBS will be required.
CIPO IP Document and File Management Establish and implement a document management solution to handle all documents related to individual IP Case Files.	CIPO	\$1,750,000	\$5,825,000	2014-15 to 2017-18	2	2	2		 ⁴	PCRA review by TBS will be required.
CIPO Modernized IP Case and Workflow Solution for Copyright & Industrial Design Using Government of Canada approved applications, this project will	CIPO	\$50,000	\$1,703,487	2014-15 to 2018-19	2	2				PCRA review by TBS will be required.

¹ Project information reflects September 14, 2015 Investment Board Decisions.

² Planned Project Cost (Stage 3-5).





³ The completion of a costing and solution options analysis took more time than anticipated. It is now complete and all Stage Gate 2 documents are underway for presentation at the November 24, 2015 Investment Board meeting.

⁴ Due to summer holidays and unavailable resources, the high-level business requirements have not been completed. The Project charter will be re-written due to scope clarifications and comments received from the project team. The work breakdown structure, the project schedule, and the PCRA will be developed during the coming months once the Charter is approved.

Name / Description	Sector	2015-16 Planned Cost	Total Planned Investment Cost ²	Duration (FY to FY)	Stage			Project Health		PCRA Score
					At start of 2015-16	Current	At end of 2015-16	Cost	Schedule	
modernize CIPO's Copyright solution, Industrial Design solution (for both national and Hague System applications) and correspondence generation solution.										
<u>CIPO Modernized IP Case and Workflow Solution for Patents</u> Using Government of Canada approved applications, modernize CIPO's Patent International, National and Correspondence generation solutions by developing end to end IP transaction capabilities that will improve business processes and support ongoing regulatory and business changes.	CIPO	\$1,000,000	\$12,652,000	2014-15 to 2018-19	2	2	3	○	○	PCRA review by TBS will be required.
<u>CIPO Modernized IP Case and Workflow Solution for Trademarks and TMOB</u> Using Government of Canada approved applications, modernize CIPO's Trademarks International, National and Correspondence generation solutions by developing end to end IP transaction capabilities that will improve business processes and support ongoing regulatory and business changes	CIPO	\$50,000	\$4,793,000	2014-15 to 2018-19	2	2		○	○	PCRA review by TBS will be required.
<u>CIPO Smart Search</u> This project implements the ability to execute advanced searches of IP-related information (i.e. data and documentation) for both departmental and external parties.	CIPO	\$124,918	\$2,220,000	2016-17	n/a	2				
<u>myCIPO Online Services</u> myCIPO Online Services delivers a secure, single point of entry to departmental online services, allowing Innovators and Agents to view, download and upload IP information and interact with CIPO services.	CIPO	\$111,688	\$3,454,314	2016-17 to 2017-18	n/a	2				
<u>SBTMS OSB Renewal of Mandatory Counselling</u> The project scope is to create a self-serve website whereby the Debtor, Trustee and Counsellor could authenticate and navigate a self-serve Mandatory Counselling program.	SBTMS	\$625,000	\$275,000	2014-15 to 2016-17	n/a	2	3			PCRA review by TBS is not required.

Name / Description	Sector	2015-16 Planned Cost	Total Planned Investment Cost ²	Duration (FY to FY)	Stage			Project Health		PCRA Score
					At start of 2015-16	Current	At end of 2015-16	Cost	Schedule	
<u>SBTMS OSB Integrated Bankruptcy and Insolvency Records Search</u> Providing a better user experience for external and internal users of the Bankruptcy and Insolvency Search and simplify the online payment capability. Evergreen the legacy technologies by integrating the internal and external systems.	SBTMS	\$625,000	\$350,000	2014-15 to 2017-18	n/a	2	3			PCRA review by TBS is not required.

Projects > \$250,000 – Active⁵









Name / Description	Sector	2015-16 Planned Cost	Total Project Cost (Planned) ⁶	Duration (FY to FY)	Stage			Project Health		PCRA Score
					At start of 2015-16	Current	At end of 2015-16	Cost	Schedule	
<u>CIPO Electronic Filing of a Patent Application</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	\$1,389,635	\$1,409,441	2013-14 to 2015-16	3	3	4	 ⁷	 ⁷	2
<u>CIPO Integrated Financial System</u> This project will define and implement a solution to permit a single source of financial data and implement the concept of integrating financial and operational data to improve quality and timeliness of information for decision making.	CIPO	\$1,476,000	\$3,421,000	2012-13 to 2016-17	3	3	4		 ⁸	2

⁵ Project information reflects September 14, 2015 Investment Board Decisions.

⁶ Planned Project Cost (Stage 3-5).

⁷ Discussions have begun to determine if it is possible to work on this project at the same time as the legislative intellectual property projects are ongoing, so the project health indicators can return to green.











⁸ CIO, CIPO and CMS have added the resources and durations to the project work breakdown structure. An initial schedule framework with dependencies has been created based on this and is now under development by the stakeholder groups. All three groups are refining their estimates of effort, duration and resourcing for the plan. External dependencies are being identified.

Name / Description	Sector	2015-16 Planned Cost	Total Project Cost (Planned) ⁶	Duration (FY to FY)	Stage			Project Health		PCRA Score
					At start of 2015-16	Current	At end of 2015-16	Cost	Schedule	
<u>CIPO IT Implementation of a Patent International Treaty</u> Amendments to the <i>Patent Act</i> and its regulations are expected in order to align Canada's legislation with an international treaty. Modifications to the existing IT environment is required to comply with the amendments.	CIPO	\$1,382,266	\$1,851,647	2014-15 to 2017-18	3	3	3		 ⁹	2
<u>CIPO IT Implementation of an Industrial Design International Treaty</u> Amendments to the <i>Industrial Design Act</i> and its regulations are expected in order to align Canada's legislation with an international treaty. Modifications to the existing IT environment is required to comply with the amendments.	CIPO	\$1,857,051	\$1,941,371	2015-16 to 2017-18	3	3	3		 ¹⁰	2
<u>CIPO IT Implementation of Bills C-31 and C-8 for Trade-marks</u> Amendments to the <i>Trade-marks Act</i> and its regulations are expected in order to align Canada's legislation with international treaties. Modifications to the existing IT environment is required to comply with the amendments.	CIPO	\$2,533,481	\$5,232,008	2014-15 to 2017-18	3	3	3		 ¹¹	2
<u>CIPO Goods and Services Database Re-engineering</u> Expand the Canadian listing with internationally accepted terms to help better align CIPO with other intellectual property offices by supporting the application of Nice Classification as the standard for classifying goods and services in Canada. It will also improve the manual's functionality and usability in support of Canadian businesses.	CIPO	\$230,555	\$451,424	2013-14 to 2015-16	2	4	Post Project Review			PCRA review by TBS is not required.

⁹ The schedule indicator is yellow because the IT project delivery schedule has been review based on a new Department of Justice timeline provided by the project manager.

¹⁰ The schedule indicator is yellow because detailed requirements gathering is more complex than expected. A Business Analysis process has been put in place.

¹¹ The schedule indicator is yellow because pre-release development completion has been delayed due to clarification of e-commerce requirements resulting in additional development.

Name / Description	Sector	2015–16 Planned Cost	Total Project Cost (Planned) ⁶	Duration (FY to FY)	Stage			Project Health		PCRA Score
					At start of 2015-16	Current	At end of 2015–16	Cost	Schedule	
<p><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.</p>	CIPO	\$546,765	\$632,071	2013-14 to 2015-16	4	4	Post Project Review		 ¹²	2
<p><u>CIPO Documents Access System</u> Develop a client interface to provide access to CIPO's prosecution patent correspondence on the web. The project will use an approach that could be used horizontally across the various product lines of CIPO to make documents available to the public. Once the Patent documents are online, CDAS will be sending daily exports of complete search and examination documents to the WIPO CASE system.</p>	CIPO	\$104,748	\$344,344	2013-14 to 2015-16	4	4	Post Project Review			PCRA review by TBS is not required.
<p><u>SBTMS NUANS Corporate Name Search Information Technology Modernization</u> Replace the current NUANS technology solution; procure hosting and operations services via a competitive contract.</p>	SBTMS	\$599,916	\$1,863,791	2012-13 to 2015-16	4	4	Post Project Review			2
<p><u>SBTMS Measuring Device Inspection Result Data Entry Automation</u> Measurement Canada is proposing to automate the data entry of inspection results and enable electronic data transfer from private sector ASPs. Allowing the ASPs to perform inspections on MC's behalf would result in a new business process for MC.</p>	SBTMS	\$0	\$1,437,600	2008-09 to 2015-16	5	5	Post Project Review			PCRA review by TBS is not required – This project predates the PCRA process.
<p><u>SBTMS OSB Compliance Framework</u> Implementation of the revised OSB Compliance Framework requires</p>	SBTMS	\$707,207	\$2,742,578	2010-11 to 2016-17	4	4	4			2

¹² The schedule indicator is yellow because alternative solutions are being review to address the latency currently experienced during the opening/saving of files.

Name / Description	Sector	2015-16 Planned Cost	Total Project Cost (Planned) ⁶	Duration (FY to FY)	Stage			Project Health		PCRA Score
					At start of 2015-16	Current	At end of 2015-16	Cost	Schedule	
changes to the business applications.										
SBTMS OSB Trustee Licencing The OSB wishes to automate the Trustee Licensing process and offer a paperless self-serve system whereby private sector Trustees could apply, monitor the application status, manage changes to their licence and pay annual fees from one electronic location.	SBTMS	\$645,120	\$1,391,842	2014-15 to 2016-17	n/a	3	3	○	○	2

Program

Spectrum, Telecommunications, and the Digital Economy

Assets > \$500K

Name / Description	Lead Sector	2015-16 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
Research Software Renewal for Communication Research Centre Leading edge software critical to the delivery of research projects and undertaking advanced telecommunications research.	SITT	\$600,000	\$3,000,000	2015-16 to 2019-20	<ul style="list-style-type: none"> Advance Contract Award Notice (ACAN) – for sole source procurement Open Bidding (GETS)
Fleet Acquisition and Replacement for Communication Research Centre Replacement of vehicles used by SITT to support operations and research at the Communication Research Centre's Shirley's Bay Campus that have reached the end of their life-cycle.	SITT	\$100,000	\$1,470,000	2015-16 to 2019-20	PWGSC Call-up Against Standing Offer
Fleet Acquisition and Replacement for Spectrum Management Program Replacement of vehicles customized with highly specialized equipment used by SITT to support spectrum management operations that have reached the end of their life-cycle.	SITT	\$150,000	\$600,000	2015-16 to 2019-20	As per Standing Offer
Machinery and Equipment for Communication Research Centre Specialized scientific equipment to conduct advanced telecommunications research of strategic importance to the Department and other clients.	SITT	\$585,000	\$4,750,000	2015-16 to 2019-20	Open Bidding (GETS)
Machinery and Equipment for Spectrum Management	SITT	\$450,000	\$5,090,000	2015-16 to	To be determined on a case by case basis

Name / Description	Lead Sector	2015-16 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
Program Specialized equipment used by SITT to monitor compliance to technical regulations pursuant to the Telecommunications and Radiocommunication Acts and Regulations. This is used to replace equipment reaching the end of its life-cycle or to procure equipment to test new technologies.				2019-20	

Services > \$500K

Name / Description	Lead Sector	2015-16 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
Provision of Spectrum Auction Services for the 700 and 2500 MHz Bands Ensures 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	\$304,691	\$2,561,347	2010-11 to 2015-16	Competitive Process
Provision of Spectrum Auction Services for the 600 MHz Band Ensures 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	\$300,000	\$1,875,000	2015-16 to 2017-18	Competitive Process
Security Services Covers annual contracts for commissionaire services for the Communications Research Centre	SITT	\$420,000	\$1,620,000	2015-16 to 2019-20	Call-up against NMSO ¹³ .

Projects > \$250,000 – Proposed¹⁴

Name / Description	Sector	2015-16 Planned Cost	Total Planned Investment Cost ¹⁵	Duration (FY to FY)	Stage			Project Health		PCRA Score
					At start of 2015-16	Current	Projected at end of 2015-16	Cost	Schedule	
CRC R&D Distributed Computing Migration of CRC's research applications to a sustainable, reliable and scalable hosting solution to be provisioned by SSC. The new	SITT	\$400,000	\$400,000	2014-15 to 2015-16	2	2	Post Project Review			PCRA review by TBS is not required.







¹³ The total for the NMSO call-up for this year is \$1.03 million, of which approx. 60% is cost-recovered from other organizations.

¹⁴ Project information reflects September 14, 2015 Investment Board Decisions.

¹⁵ Planned Project Cost (Stage 3-5).

Name / Description	Sector	2015-16 Planned Cost	Total Planned Investment Cost ¹⁵	Duration (FY to FY)	Stage			Project Health		PCRA Score
					At start of 2015-16	Current	Projected at end of 2015-16	Cost	Schedule	
environment will provide researchers at CRC access to a high performance computing platform.										

Projects > \$250,000 – Active¹⁶

Name / Description	Sector	2015-16 Planned Cost	Total Project Cost (Planned) ¹⁷	Duration (FY to FY)	Stage			Project Health		PCRA Score
					At start of 2015-16	Current	Projected at end of 2015-16	Cost	Schedule	
<u>CRC CIO Desktop Migration Project</u> To migrate all users at CRC to the CIO Industry Canada common desktop.	SITT	\$121,884	\$278,702	2014-15 to 2015-16	3	5	Post Project Review			PCRA review by TBS is not required.
<u>CRC Spectrum Analytics Centre</u> Design and build new Spectrum Analytics Centre within existing CRC building.	SITT	\$350,000	\$900,000	2015-16 to 2016-17	2	3	4			2
<u>Health and Safety</u> The project includes various capital infrastructure investments on the CRC Campus.	SITT	\$6,766,340 ¹⁸	\$21,200,000 ¹⁹	2011-12 to 2016-17	4	4	4			PCRA review by TBS is not required.



¹⁶ Project information reflects September 14, 2015 Investment Board Decisions.

¹⁷ Planned Project Cost (Stage 3-5).

¹⁸ The \$6.76M planned cost includes the original CRC Health and Safety planned cost of \$6.5M as well as \$250,000 for the CRC Main Entrance Accessibility from the 2014 Federal Infrastructure Initiative.

¹⁹ The \$21.2M estimated cost includes the original CRC Health and Safety planned cost of \$19.5M as well as the \$1.7M for the CRC Main Entrance Accessibility from the 2014 Federal Infrastructure Initiative.

²⁰ The cost and health indicators are yellow because the Health and Safety project schedule was extended to March 31, 2017 as a result of the addition of the CRC Main Entrance Accessibility Project, from the 2014 Federal Infrastructure Initiative.

Name / Description	Sector	2015-16 Planned Cost	Total Project Cost (Planned) ¹⁷	Duration (FY to FY)	Stage			Project Health		PCRA Score
					At start of 2015-16	Current	Projected at end of 2015-16	Cost	Schedule	
<u>Spectrum Applications Modernization-Commercial Software Implementation</u> This project was created to replace aging IT applications so as to ensure the integrity of key functions in the Spectrum Management Program.	SITT	\$10,742,166	\$44,570,021	2007-08 to 2015-16	4	4	Post Project Review		 ²¹	3 (evolutionary)

Strategic Outcome 3: Canadian Businesses and Communities are Competitive



Program	Small Business Research, Financing and Services
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Services > \$500K

Name / Description	Lead Sector	2015-16 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
<u>Survey on Financing and Growth of SMEs</u> Survey undertaken by Statistic Canada to collect data to support public policy development.	SBTMS	\$535,000	\$1,270,000	2014-15 to 2015-16	LOA with Statistics Canada
<u>Public Prosecution Services</u> 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	\$200,000	\$925,000	2015-16 to 2019-20	N/A PPSC submits invoices for files prosecuted
<u>Professional Services for BizPaL</u> Services to conduct the evolution of BizPaL's information architecture to improve the client experience.	SBTMS	\$216,480	\$565,000	2014-15 to 2016-17	Call up against TBIPS
<u>CSBFP Internal & External Applications: CIO Annual Maintenance Costs</u> Annual CIO services agreement for maintenance of the CSBFP's specific applications (e.g. internal app, external app, authentication, reporting, and database).	SBTMS	\$240,000	\$1,200,000	2015-16 to 2019-20	SLA with IC

²¹ The schedule is yellow because there is a minor delay with the 2nd phase launch of Release 1. The overall project key deliverables, dates and target milestone activities remains on schedule within a 20% margin.

Projects > \$250,000 – Active²²

Name / Description	Sector	2015-16 Planned Cost	Total Project Cost (Planned) ²³	Duration (FY to FY)	Stage			Project Health		PCRA Score
					At start of 2015-16	Current	Projected at end of 2015-16	Cost	Schedule	
<p>FedNor Client and Office Management Solution (COMS) Federal Economic Development Initiative for Northern Ontario (FedNor) has identified a need for an electronic application to manage client interactions and case information in a more secure and efficient manner. It was determined that the implementation of a commercial-of-the-shelf (COTS) Client and Case Management (CCM) solution, providing centralized storage and management capabilities with a client-centric approach for the delivery of services, would best address FedNor's current and future business requirements.</p>	SPS	\$282,208	\$840,993	2010-11 to 2015-16	4	4	5		 ²⁴	PCRA review by TBS is not required.

²² Project information reflects September 14, 2015 Investment Board Decisions.

²³ Planned Project Cost (Stage 3-5).

²⁴ The schedule indicator is yellow because of the unavailability of MS Dynamics resources.

Internal Services



Assets > \$500K

Name / Description	Lead Sector	2015-16 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
IFMS Licence and Program Office Fees Annual licensing fees for the Integrated Financial and Materiel System (IFMS) and the IFMS Program Office fees that support the Government of Canada SAP cluster.	CMS	\$606,966	\$3,034,830	2015-16 to 2019-20	MOU with PWGSC
Installation and construction for replacement security barriers Completion of the installation of pedestrian access control barriers and heightening of the perimeter glass in 235 Queen.	CMS	\$770,000	\$770,000	2015-16	Competitive Process (Buy and Sell)

Services > \$500K

Name / Description	Lead Sector	2015-16 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
Audit Services Services to conduct audits, or tasks related to audits.	AEB	\$401,000	\$2,005,000	2015-16 to 2019-20	Open Bidding (MERX)
Security Services Covers annual contracts for commissionaire services for Industry Canada offices.	CMS	\$1,100,000	\$5,781,960	2015-16 to 2019-20	Call-up against NMSO.
Employee Assistance Program Covers annual costs for the Employee Assistance Program for Industry Canada employees and family.	CMS	\$217,728	\$1,088,640	2015-16 to 2019-20	Interdepartmental Letter of Agreement

Projects > \$250,000 – Proposed²⁵

Name / Description	Sector	2015-16 Planned Cost	Total Planned Investment Cost ²⁶	Duration (FY to FY)	Stage			Project Health		PCRA Score
					At start of 2015-16	Current	Projected at end of 2015-16	Cost	Schedule	
Government of Canada (GC) Web Renewal Initiative TBS is leading a government-wide initiative to consolidate all 1,500 GC	CMB	\$1,736,200	\$3,506,933	2013-14 to 2017-18	2	2				PCRA review by TBS will most likely be required, but

²⁵ Project information reflects September 14, 2015 Investment Board Decisions.

²⁶ Planned Project Cost (Stage 3-5).

Name / Description	Sector	2015-16 Planned Cost	Total Planned Investment Cost ²⁶	Duration (FY to FY)	Stage			Project Health		PCRA Score
					At start of 2015-16	Current	Projected at end of 2015-16	Cost	Schedule	
websites to one website: canada.ca. Industry Canada has been designated as the theme lead for three major sections of the website: Business and industry, Money and finances, and Science and innovation.										depends on the options analysis results.
<u>Business Intelligence and Analytics – Sub-Project 2</u> Implement the second phase of Master Data Management corporate wide and additional Business Intelligence and Analytics capabilities that aligns with the 5 year roadmap.	CIO	\$0	\$2,000,000	2015-16 to 2017-18	2	2	2	○	○	2
<u>Service to Business IT-Enabling Transformational Projects Bundle</u> This project is the evolution of Phase 2 of the original e-Service to Business pilot (completed in July 2014). It is a collaborative effort among SBTMS, CIO, CMB and CIPO to improve the design and delivery of government services to business. Scope is to start with Industry Canada, then expand to include Industry Portfolio partners and other government departments and agencies.	CIO	\$1,128,169	\$1,824,169	2014-15 to TBD	2	2	Post Project Review	○	○	PCRA review by TBS is not required.

Projects > \$250,000 – Active²⁷

Name / Description	Sector	2015–16 Planned Cost	Total Project Cost (Planned) ²⁸	Duration (FY to FY)	Stage ²⁹			Project Health		PCRA Score
					At start of 2015–16	Current	Projected at end of 2015–16	Cost	Schedule	
<p>Data Centre Consolidation This SSC led initiative will consolidate and decommission 485 legacy Data Centres throughout all 43 GC organizations; down to 7, modern, secure, world class Data Centres by 2020. Within Industry Canada, all Business Applications will be assessed and categorized for migration planning. Benefits are expected to include increased storage and bandwidth, performance, redundancy, agility and security.</p>	CIO	\$416,000	\$2,968,000	2013-14 to 2019-20	2	3	3			2
<p>IC Control Desk Implementation Replace and consolidate existing IT Service Management disparate and non-integrated tooling which is used in the management of day-to-day IT operations. An integrated Service Management toolset will allow streamlining, integration and standardization of processes and tools. New tool will need to conform with SSC direction.</p>	CIO	\$1,015,704	\$2,180,936	2014-15 to 2015-16	2	3	4			2
<p>Business Intelligence and Analytics – Sub-Project 1 Implementation of BIA capabilities to improve corporate-level decision making supported by centrally managed corporate data enabled via a metadata and master data management framework.</p>	CIO	\$1,492,720	\$3,365,040	2013-14 to 2016-17	3	3				2
<p>On-boarding to My GCHR (GC HRMS v9.1) This project involves transitioning our IC HRMS (PeopleSoft) version 8.9 to a Government of Canada</p>	CMS	\$1,400,000	\$1,659,000	2015-16 to 2016-17	2	3	4			PCRA review by TBS will be required.

²⁷ Project information reflects September 14, 2015 Investment Board Decisions.

²⁸ Planned Project Cost (Stage 3-5).

²⁹ See Annex 1 for details on the Department's Stage-Gate framework for project management.

Name / Description	Sector	2015-16 Planned Cost	Total Project Cost (Planned) ²⁸	Duration (FY to FY)	Stage ²⁹			Project Health		PCRA Score
					At start of 2015-16	Current	Projected at end of 2015-16	Cost	Schedule	
single instance of PeopleSoft version 9.1, now named My GCHR. Instead of hosting our own IC system, this standardized GC system will be centrally hosted (by SSC or PWGSC) and accessed by many departments/agencies.										
Email Transformation Initiative (ETI) Shared Services Canada is implementing a consolidated email system for the GoC. This IC-ETI project includes all the activities required to successfully prepare to migrate current IC email services to the new SSC email service.	CIO	\$1,785,838	\$2,275,005	2013-14 to 2015-16	3	3	Post Project Review			PCRA review by TBS is not required.
GCDOCS The GCDOCS project is the implementation of the GC standard for Electronic Document and Records Management repository (GCDOCS) for the storage, search and management of unstructured information.	CIO	\$2,814,405	\$7,606,319	2012-13 to 2016-17	3	4	4			2
Secure Document Sharing – Portable Media Solution Address the immediate risks of portable media devices within Industry Canada by procuring and deploying a portable media encryption solution and device management solution. This will ensure that all IC information which is to be transferred to a portable media device will be properly safeguarded from unauthorized access through the use of encryption and that only IC approved portable media devices can be used to store Industry Canada data.	CIO	\$225,000	\$373,463	2014-15 to 2015-16	3	3	Post Project Review			PCRA review by TBS is not required.
Client and Case Management Solution (Cluster) CCMS Numerous business units have identified a need for a software tool that will enable them to better manage their client / stakeholder information in a shared and	CIO	\$466,267	\$1,506,570	2010-11 to 2015-16	4	4	5			PCRA review by TBS is not required.

Name / Description	Sector	2015-16 Planned Cost	Total Project Cost (Planned) ²⁸	Duration (FY to FY)	Stage ²⁹			Project Health		PCRA Score
					At start of 2015-16	Current	Projected at end of 2015-16	Cost	Schedule	
transparent manner across their business units. In concert with these business needs, business units have also expressed the need for software tools that will enable them to better manage individual cases (also referred to issues or matters) in a similar shared and transparent manner. To meet this need a cluster was created to procure and establish Centre or Expertise for deployment of Case Management Solutions within the department.										
IC Identity Management (IdM) This project addresses known risks with the current IC Registration system and provides services required to protect sensitive client accounts and personal information.	CIO	\$154,727	\$601,727	2010-11 to 2015-16	4	4	Post Project Review	○	○	PCRA review by TBS is not required.
Web Interoperability Implementing the TBS Standard on Web Interoperability.	CMB	\$0	\$1,930,192	2012-13 to 2015-16	5	5	Post Project Review	○	○	1
Web Renewal and Accessibility Remediation of departmental applications, remediation of e-Forms, .pdf and html content, and applying ROT (redundant, outdated, trivial) principles to existing content during remediation.	CMB	\$0	\$2,238,536	2011-12 to 2014-15	5	5	Post Project Review	○	○	PCRA review by TBS is not required.
National Accommodation Strategy National Accommodation Strategy (NAS) to reduce Industry Canada's office accommodations across the country to meet Government of Canada space saving targets announced in April 2012.	CMS	\$3,422,000	\$18,101,580	2012-13 to 2020-21	4	4	4	○	○	2
Printer Optimization Project to revitalize print environment, reduce costs, improve customer satisfaction and end user	CIO	\$0	\$646,000	2008-09 to 2014-15	5	5	Post Project Review	○	○ ³⁰	PCRA review by TBS is not required.

³⁰ The schedule indicator is yellow because although the project is complete across the department, a few printer exceptions remain at CIPO. Work is ongoing to complete the deployment in a manner that is least disruptive to users.

Name / Description	Sector	2015-16 Planned Cost	Total Project Cost (Planned) ²⁸	Duration (FY to FY)	Stage ²⁹			Project Health		PCRA Score
					At start of 2015-16	Current	Projected at end of 2015-16	Cost	Schedule	
productivity										
<u>Distributed Software Renewal (DSR) – Windows 7/MS Office 2010</u> Procurement, preparation and implementation of new desktop operating system and office productivity suite (Windows 7/MS Office 2010/IE9).	CIO	\$15,000	\$14,229,255	2012-13 to 2015-16	5	5	Post Project Review	○	○	2

Annex 6 - Corporate Risk Action Plans

Strategic Outcome 1: The Canadian Marketplace is Efficient and Competitive

Category: Reputational and Stakeholder Expectations				
Risk Owner		Risk Rating		
<ul style="list-style-type: none"> Senior ADM, Spectrum, Information Technologies and Telecommunications (SITT) 				
Risk Statement		Initial	Mid-Year	Projected at year end
There is a risk that 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	Medium-Low	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.				
2015–16 Action Plan	Key Milestones	Status ¹		
		Initial	Mid-Year	Projected at End of Year
Dedicate resources to the most pressing situations, ensuring that the critical files are moved forward.	Decisions concerning the renewal of 2300 MHz and 3500 MHz licences were published in November 2013.	☑		
	Decisions following the 3500 MHz consultation on relicensing of available spectrum were published December 18, 2014.	☑		
	Decisions on licensing the AWS3 and AWS4 bands were published on December 18, 2014.	☑		

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.

	The AWS-3 spectrum auction was held March 3, 2015 and the list of provisional winners was published March 6, 2015. Final payments were received on April 21, 2015 and spectrum licences were issued shortly after.	➡	☑	
	The 2500 MHz auction began on April 14, 2015 and ended May 5, 2015. The list of provisional winners was published May 12, 2015. Final payments were received June 24, 2015 and Spectrum licences were issued shortly after.	➡	☑	
	The consultation on repurposing the 600 MHz band for commercial mobile use was published on December 18, 2014. Comments were published March 12, 2015 and April 9, 2015. The decision was published on August 14, 2015.	➡	☑	
	The licensing framework for the auction of residual spectrum licences in the 700 MHz and AWS-3 bands was published July 10, 2015. The auction was held August 25, 2015 and the list of provisional winners was published August 27, 2015. Respectively, final payments are due September 11, 2015 and October 9, 2015. Spectrum licences will be issued shortly after receipt of of final payment. .	➡	➡	☑
Options that are transparent and within the Department's authority will be considered in order to expedite spectrum availability.	The Decision 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 18, 2014.	☑		
	PS and IC officials in collaboration with central agencies are currently developing a policy approach / governance options paper for use of D-block spectrum for public safety purposes. Discussions are planned in fall 2015/winter 2016. The publication of a decision paper on policy, technical and licensing framework for use of the public safety broadband spectrum (D and PSBB Blocks) is expected in 2016-17. The release of further consultation on the 700MHz PSBN is expected in 2016-17.	➡	➡	➡
	Standards to enable the use of television white space devices were published on February 5, 2015.	☑		

	A draft Standard Radio System Plan was provided to the Radio Advisory Board of Canada (RABC) for review. The first review took place on September 1, and the follow up will be on September 23. The RABC has scheduled the next review telecom for September 23. We expect to finalize this document in the month of October 2015.	➡	➡	<input checked="" type="checkbox"/>
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Category: Capital Infrastructure and Investments			
Risk Owner	Risk Rating		
<ul style="list-style-type: none"> Senior ADM, Spectrum, Information Technologies and Telecommunications (SITT) 			
Risk Statement	Initial	Mid-Year	Projected at year end
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	Medium	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. The new system represents a significant change and it is a challenge to ensure organization readiness. 			
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.			

2015–16 Action Plan	Key Milestones	Status ²		
		Initial	Mid-Year	Projected at End of Year
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).	1. The project includes 3 major releases: Pilot, Release 1 and Release 2 The Pilot was successfully launched in May 2014.	<input checked="" type="checkbox"/>		
	2. The project is currently in Release 1. Release 1 consists of Equipment Certification, Broadcasting, and Spectrum Licensing service lines; this release began in May 2013 and was successfully deployed in July 2015.		<input checked="" type="checkbox"/>	
	3. Release 2 (Land/Fixed Mobile service line) commenced in April 2015 and the deployment process will start in November 2015			<input checked="" type="checkbox"/>
	All three releases of the Implementation Phase will be completed by March 2016.			<input checked="" type="checkbox"/>
Maintain legacy system 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.			<input checked="" type="checkbox"/>
Implement recommendations resulting from the independent	Necessary resources were retained to ensure project success. A deployment plan was developed that includes organizational			<input checked="" type="checkbox"/>

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.


reviewer's reports from October 2013 and February 2015.	readiness activities. Moving from the legacy SMS-ALS to the new SMS spectra, operational support will be adapted through training and structuring an internal call center to support day to day operations and respond to client enquiries. As well, a SPECTRA super user community of practice will be put in place to assist users, as well as contribute to the evolution of the new system .			
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Category: Capital Infrastructure and Investments			
Risk Owner	Risk Rating		
<ul style="list-style-type: none"> Senior ADM, Spectrum, Information Technologies and Telecommunications (SITT) 			
Risk Statement	Initial	Mid-Year	Projected at year end
There is a risk that aging buildings and related infrastructure/equipment at the CRC campus may create physical health and safety risks for employees, visitors and the environment.	Medium	Medium	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			
As an employer, Industry Canada is obligated to protect the health and safety of its employees.			
Mitigation Strategy			
CRC has created a Health and Safety portfolio of Campus capital projects, directly aimed at reducing these risks. Approval to proceed was received in June 2012, with a projected 4 year timeline to complete the project. 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.			
2015-16 Action Plan	Key Milestones	Status ³	
		Initial	Mid-Year

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.

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.	<input checked="" type="checkbox"/>		
	The Health and Safety project was extended to March 31, 2017 as a result of the addition of the CRC Main Entrance Accessibility Project, from the 2014 Federal Infrastructure Initiative.		⇒	⇒
	Changeover from centralized heating and elimination of the requirement for a central heating plant. The elimination of the central heating plant has been postponed to March 31, 2017 to accommodate campus partner requirements.	⇒	⇒	⇒
	Reduce the footprint of CRC buildings by over 6,000 m ² . <ul style="list-style-type: none"> 5,000m² will be reduced by March 2016 and the remaining 1,000m² by March 2017. 	⇒	⇒	⇒

Category: Reputational and Stakeholder Expectations			
Risk Owner	Risk Rating		
	Initial	Mid-Year	Projected at year end
• Senior ADM, Spectrum, Information Technologies and Telecommunications (SITT)			
Risk Statement			
There is a risk that Canada's interests will not be reflected in WRC-15 decisions.	Medium-Low	Medium-Low	n/a
Impact	This could result in an increase in WRC decisions that do not align with Canadian interests and priorities. If the decisions do not align with the Canadian interests and priorities, incumbent users may be adversely affected and future radio services may not be fully complementary to the Canadian context. This ultimately could result in Canada lagging in select aspects of the digital economy.		
Drivers	Changes to the travel policy could impact the Department's ability to send representatives to WRC-15. Internal capacity pressures due to conflicting priorities.		
Mitigation Strategy	In order to mitigate this risk, the Department will maintain a comprehensive engagement and negotiation strategy with Canadian stakeholders and the administrations of select countries around the world in order to maximize our ability to negotiate favourable spectrum decisions at WRC-15.		

2015–16 Action Plan	Key Milestones	Status ⁴		
		Initial	Mid-Year	Projected at End of Year
Dedicate resources to priority issues when developing Canadian positions and contributions to negotiate spectrum allocations internationally leading up to and at WRC-15.	All Canadian proposals were submitted to and considered at the August CITELE meeting.		<input checked="" type="checkbox"/>	
	Canadian proposals to WRC-15 are being prepared through the CPC process with the goal of submitting prior to the October 16, 2015 deadline.			<input checked="" type="checkbox"/>
	Preparation of the Canadian WRC strategy is on track for completion by October 2015. Briefing book preparations will take place in September and October 2015.			<input checked="" type="checkbox"/>
Secure approval to participate in key international meetings to maximize our ability to secure favourable decisions at WRC-15.	Ministerial approval was granted on July 31st for the Canadian delegation to attend WRC-15.		<input checked="" type="checkbox"/>	
	Canada hosted the final CITELE meeting prior to WRC-15 on August 17 to 21, 2015 in Ottawa.		<input checked="" type="checkbox"/>	
	Travel plans for key regional and bilateral meetings have been submitted on quarterly basis			<input checked="" type="checkbox"/>

Category: Program Design and Delivery			
Risk Owner	Risk Rating		
<ul style="list-style-type: none"> ADM, Strategic Policy Sector (SPS) 			
Risk Statement	Initial	Mid-Year	Projected at year end
There is a risk that perception of the requirements of the investment review process may impact Canada's reputation as being open for business.	Medium-Low	Medium-Low	Medium-Low
Impact	Levels of investment (capital and technology) required to support growth and innovation in the Canadian economy may not be maximized.		
Drivers			

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.




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 prohibit detailed public explanation of decisions. Thus, each decision, whether leading to investment or not, is subject to commentary that may not be 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 *Investment Canada Act* is the most important mitigation strategy, because stability 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 Investment Review were re-organized, and the division became responsible for policy development and outreach related to the Act as well as operations. This integrated function enables the division to be more effective at outreach to key stakeholders (e.g., legal advisers). The strategic 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. Investment Review works 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.

2015–16 Action Plan	Key Milestones	Status		
		Initial	Mid-Year	Projected at End of Year
Continue timely processing of foreign investment notifications and applications for review filed by foreign investors under the <i>Investment Canada Act</i> .	Ongoing. For the year to date, notifications and applications have been processed on a timely basis according to service standards.			
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.	Ongoing. Year to date, senior management has engaged in several outreach events.			
Regulatory changes that were previously announced with respect to the thresholds that will apply for the net benefit review under	<i>Regulations amending the Investment Canada Regulations</i> were published in the <i>Canada Gazette</i> , Part II, on March 25, 2015.	<input checked="" data-bbox="1446 1286 1504 1338" type="checkbox"/>		

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







Category: Program Design and Delivery				
Risk Owners		Risk Rating		
<ul style="list-style-type: none"> ADM, Science and Innovation Sector ADM, Industry Sector 		Initial	Mid-Year	Projected at year end
Risk Statement				
In light of their inherent complexity and of evolving market conditions, there is a risk that 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	Medium	Medium
Impact				
Reduces ability to meet outcomes and benefits of programs; limits the ability of Government to support R&D in critical industries.				
Drivers				
Many R&D projects managed by Industry Canada are inherently risky. Various factors influence the success of these projects: <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.				
2015-16 Action Plan	Key Milestones	Status		
		Initial	Mid-Year	Projected at End of Year
Raise program awareness and uptake by conducting outreach activities to provide general information on the Strategic Aerospace Defence Initiative (SADI) and the Technology Demonstration Program (TDP), and provide information on the application processes.	The 2015-16 outreach plan is being executed with IC having participated in five events to date and another 10 planned for the rest of the year. There are also four targeted regional visits being planned.			

<p>Ensure SADI and TDP recipients are well supported through regular communication and monitoring.</p>	<p>Regular and ongoing discussions are held with recipients to address any issues that could affect the successful completion of project R&D.</p> <p>Requests for amendments are processed in a timely fashion to recipients to successfully pursue and complete their R&D to mitigate the risk of results not being achieved.</p> <ul style="list-style-type: none"> One amendment has not been completed within the service standard timeframe due to the complex nature of the amendment. 			
<p>Maintain the Industrial Technologies Office's (ITO) sound stewardship by utilizing control frameworks while conducting in-depth due diligence and management of the portfolio.</p>	<p>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.</p> <ul style="list-style-type: none"> Process documentation is updated annually or whenever a change to process is required. 			
	<p>High-risk projects continue to be identified and discussed at senior management committee meetings and ITO's annual multi-year recipient cost and revenue audit plan is adjusted to include audits of high-risk projects.</p>			
	<p>Executive Director is presented with a verbal and written debrief report after every recipient site visit.</p> <p>Outreach events summary reports are produced after every event and presented to the Senior Management Committee (SMC).</p>			
	<p>All SADI Contribution Agreements include project-specific objectives and anticipated outcomes and benefits. SADI's Performance Measurement Strategy is regularly reviewed and updated as required and posted on the Department's website.</p> <ul style="list-style-type: none"> The PMS is presently not posted on the IC Website, as we are completing the latest review and update.) 			
<p>Consistent with IC's Integrated Risk Management (IRM) Framework, ITO takes a standard, risk-based approach to monitoring and mitigation strategies.</p>	<p>High Risk projects are discussed by the senior management team to consider and decide on appropriate mitigation strategies (i.e. audit, monitoring, amendment, etc.).</p> <p>The Risk Management Committee (RMC) has recently been disbanded. High-risks projects are now being identified and discussed at Senior Management Committee and Operations Management Meeting (OMM) meetings. Agenda topics are better aligned with the topic of high-risk projects, and meeting frequency is more appropriate.</p>			
	<p>A briefing report comprising ongoing monitoring and mitigation of</p>			













	<p>projects risks is provided quarterly to the Minister and Deputy Minister.</p> <p>ITO is in the process of updating its Integrated Risk Management Approach (IRMA) to ensure timelier project and corporate risk tracking and reporting.</p>			
	The updated IRMA, which will include a risk-based approach and tool for the monitoring of TDP projects. (Note: no projects have been contracted yet under TDP.).			<input checked="" type="checkbox"/>
Collect and report on performance information at the project, program and corporate levels.	A briefing report concerning reports on performance at the corporate, program, and project levels is provided quarterly to the Minister and Deputy Minister.			
	ITO is working on completing the TDP Performance Measurement Strategy by end of fiscal year 2015-16.			<input checked="" type="checkbox"/>
Ensure program transparency by regularly publishing information to ITO's public-facing website.	Repayment status reports and service standards are published on the ITO external website semi-annually.			
	Every new project announcement is posted on ITO's website and publicly disclosed as part of IC's Grants and Contributions pro-active disclosure.			
	<p>The 2013 Program Highlights report was published in February 2015.</p> <p>The 2014 Program Highlights report is being finalized and is expected to be published by late fall / early winter 2015.</p>			
Raise program awareness and uptake by conducting outreach activities to provide general information on the Automotive Innovation Fund (AIF) and provide information on the application processes.	IC participates in various conferences and association meetings and undertakes bilateral engagement activities with companies across the country.			
Implement recommendations from the 2014 Fall Report of the Auditor General of Canada, Chapter 5.- .Government Support for the Automotive Sector – Industry Canada.	<p>The Automotive Innovation Fund (AIF) Risk Framework has been updated. The updated document makes explicit the manner in which the department considers the risk profiles of projects and applicants during project assessments.</p> <p>The AIF Risk Framework will continue to provide a governance and accountability framework to AIF management and staff to integrate risk management principles and practices into program and project related activities including initial assessments, due diligence, negotiation of agreements, monitoring, and the management and administrative</p>	<input checked="" type="checkbox"/>		







	<p>processes of the AIF.</p> <p>A program evaluation to determine whether the AIF is achieving its long-term objectives is scheduled for 2017-18, in compliance with the Treasury Board Policy on Evaluation and with Industry Canada's Five-Year Strategic Evaluation Plan.</p> <p>To this end, the program will continue to make use of its performance measurement strategy.</p> <p>Industry Sector's AIF team, in partnership with Industry Canada's Audit and Evaluation Branch continues to collect data necessary to report against program outputs.</p>			
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Category: Program Design and Delivery			
<u>Risk Owners</u> <ul style="list-style-type: none"> • ADM, Science and Innovation Sector • ADM, Industry Sector 	Risk Rating		
Risk Statement	Initial	Mid-Year	Projected at year end
There is a risk that the Department's approach to R&D investments does not encourage businesses to develop disruptive innovation and technology.	Medium	Medium	Medium
Impact			
<p>Federal programs in support of business innovation have a direct impact on individual recipients of funding or services, however spillover effects to the broader business community may not be as significant as expected.</p> <p>While individual businesses may enhance their ability to develop disruptive innovation and technology, the effects are not always more widely distributed.</p> <p>As such, Canadian businesses (broadly speaking) may not make productivity gains, or enhance their level of innovation as much as anticipated. Similarly, Canadian business may not be as successful in key global markets.</p>			
Drivers			
<p>Several studies point to persistent low levels of Canadian private sector investment in R&D compared to other OECD countries over the past several decades. In addition, recent studies have identified factors that are not directly connected to government policies or programs (ex. structural characteristics of the company and industry in which it operates and a relatively risk averse business innovation culture) that also contribute to this challenge.</p>			
Mitigation Strategy			
<p>The 2014 Science, Technology and Innovation Strategy includes directions on ways to support and strengthen Canada's innovation system, including development and adoption of advanced technologies. Continued monitoring of the business innovation performance and effectiveness of federal programs and advise on program changes where appropriate.</p>			
2015-16 Action Plan	Key Milestones	Status	

		Initial	Mid-Year	Projected at End of Year
An implementation plan is being developed with respect to elements of the Strategy under the purview of the Minister of Industry and Minister of State (Science and Technology).	<p>The Strategy has a medium to long term horizon, and is expected to be implemented over the next five years, with early actions taking place in 2015-16.</p> <p>Key 2015-16 milestones include:</p> <ul style="list-style-type: none"> • Additional support for advanced research was provided through the Canada Foundation for Innovation (CFI) and the federal granting councils • Additional support for business innovation in various sectors. • Launch of the Canada First Research Excellence Fund (CFREF) competition • Participation in the international Thirty Meter Telescope project • Support of graduate-level industrial R&D internships (through MITACS); • Support for a national digital research infrastructure system (CFI and CANARIE); • Support the industry-partnered R&D activities of the National Research Council. <p>Future measures and initiatives are to be determined in consultation with the Minister.</p>			
Increase business innovation in the A&D sector by supporting research and development activities of Canadian companies through programs such as the Technology Demonstration Program (TDP).	<p>ITO to monitor and report on performance at the program, and project levels, and consider possible enhancements to the TDP's design and procedures based on lessons learned since the program's inception and stakeholder feedback.</p> <p>Although no projects have yet been contracted under TDP, lessons have been learned relating to the application and adjudication process, and to the terms of the contribution agreement. Adjustments will be considered in this regard, and in advance of the next call for proposals.</p>			







Strategic Outcome 3: Canadian Businesses and Communities are Competitive

Category: Reputational and Stakeholder Expectations				
Risk Owner		Risk Rating		
<ul style="list-style-type: none"> ADM, Industry Sector 		Initial	Mid-Year	Projected at year end
Risk Statement				
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 key economic sectors should a crisis occur in one of these sectors.		Medium	Medium	Medium
Impact				
The Department's ability to promote strong performance in key economic sectors may decline.				
Drivers				
<p>Many factors contribute to the success of key industries in Canada 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 key economic sectors, and consequently also limits the Department's ability to support the sector's performance.</p>				
Mitigation Strategy				
The Department will work with government and private sector stakeholders to identify levers in order to marshal a response to a crisis in a key economic sector. In addition, to broaden the expertise of our analysts, 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.				
2015-16 Action Plan	Key Milestones	Status		
		Initial	Mid-Year	Projected at End of Year
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.	Offer in-house training, which is tailored based on needs identified by employees and managers, in order to develop skills and further the knowledge of employees at all levels.			
	Monitored participation in training to identify preferences and possible challenges to attendance. Sought feedback from participants in the training offered and tailored offering accordingly.			
	Training offerings were reviewed mid-year to better meet needs of employees and managers.			
	Deploy trained staff on priority initiatives in support of the manufacturing sector.			

Leverage departmental development programs and expertise of other IC sectors.	Develop a Departmental EC cadre with common competencies; allowing for a more flexible, adaptable workforce. Ensure relationships with interdepartmental/departmental colleagues allows for openness to forming tiger teams to tackle issues facing key industries.			
Improve quality of policy work generated by the Industry Sector.	Through the Industry Sector Policy Committee, provide a forum for engaging the Industry Sector on topical policy issues within the Sector.			

Internal Services

Category: Human Resources Management			
Risk Owners	Risk Rating		
<ul style="list-style-type: none"> Assistant Deputy Minister, Corporate Management Sector (CMS) Shared risk for all Sector Heads 			
Risk Statement	Initial	Mid-Year	Projected at year end
There is a risk that the Department will fail to capitalize on the opportunity for culture change to achieve a flexible workforce.	Medium	Medium	Medium
Impact			
If Industry Canada is unable to hire and develop its people to achieve a flexible workforce, the Department could face difficulties achieving its mandate.			
Drivers			
Complexity of the management agenda supporting Blueprint 2020. Upcoming collective bargaining negotiations. Implementation of new technologies .			
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.			
2015–16 Action Plan	Key Milestones	Status	
		Initial	Mid-Year

Support the coordination, development, consultation, and approval of the framework for the IC management agenda for culture change.	Departmental Management Committee approved the Industry Canada management agenda to enable the strategic organization and operation of enterprise-wide activities in June 2015.		<input checked="" type="checkbox"/>	
	The management agenda has been included in all Executive Performance Management Agreements for 2015-16 through a commitment requiring all IC EX employees to support improvements to management practices at the department.		<input checked="" type="checkbox"/>	
Ensure that there is a continual pool of employees with the right skills to provide effective strategic advice in support of the Department's complex microeconomic agenda.	Actions continue to implement the Staffing Tiger Team recommendations. Notably, development programs are targeting 95 promotions this fiscal year; the PSC's Post-Secondary Recruitment program is being used to staff the majority of vacant entry-level positions in the EC, EL, CO, PM, and TI groups; emphasis continues to be placed on pre-established pools and collective staffing; FSWEF and COOP programs are being used to hire students, with a target of 13 students to be bridged this year; and work continues to move toward greater use of generic job descriptions.			
	The new EC Development Program (ECDP) is being phased in across all sectors, replacing several sector-specific EC development programs to be the first Industry Canada-wide program for the EC group. Industry Canada is participating in this year's Public Service Commission Post-secondary Recruitment campaign to identify EC-02 recruits. IC wiki pages on the new program have been created, which includes an EC competency dictionary and EC job competency profiles. Further details of the new program will be communicated across the department in Fall 2015.			<input checked="" type="checkbox"/>
	The department continues to work with the Canada School of Public Service to ensure that employees benefit from the School's new common curriculum, including the Manager Development Program, to which IC has sent 55 participants so far.			<input checked="" type="checkbox"/>

	Launched the Respectful, Healthy, and Inclusive Workplace Initiative was launched on June 4, 2015 and general information sessions were held on June 17, 2015 and July 22, 215.		<input checked="" type="checkbox"/>	
Ensure that there is recent graduate recruitment to keep ideas and enthusiasm fresh and for the longer term.	Further to Staffing Tiger Team recommendations, the department continues to promote the recruitment, engagement and development of students. In 2015-16, IC targets hiring 97 students and 126 students via the COOP program. IC also targets bridging 13 students in 2015-16. The PSC's Post-Secondary Recruitment program is being used to staff the majority of vacant entry-level positions in the EC, EL, CO, PM, and TI groups, including those for the new EC development program.			
Manage ongoing operational uncertainty and financial pressures created by the Department's unique funding model.	IC was able to secure its shortfall in 2015-16 through an exchange of letters at the officials level. CMS will re-open the discussions with Central Agencies in Winter 2016 to try to resolve the issue on a permanent basis.			
	CMS provided advice to sectors to secure TB approval of all Budget 2015 programs and initiatives that had funding this year, in the June Parliamentary session, in anticipation of the Elections. The remaining items will be done in Winter 2016 as the funding only starts next year.			

Category: Capital Infrastructure and Investments			
Risk Owner	Risk Rating		
<ul style="list-style-type: none"> Assistant Deputy Minister, Corporate Management Sector (CMS) 	Initial	Mid-Year	Projected at year end
Risk Statement	Medium	Medium	Medium-Low
Impact			
<ul style="list-style-type: none"> Loss of reputation or competitive edge; Loss of privacy; Embarrassment to the Department and/or Government of Canada; Significant financial losses and damage to departmental property; Loss of confidence of strategic partners e.g. Industry, OGDs, foreign governments; Loss of life or threats of violence to IC employees; and Legal action against the Crown. 			







Drivers

Department holds large amounts of very sensitive information, including Cabinet Confidences, Case Information, Economic Policy Analysis, Patents & Trademarks, Bankruptcy, 3rd Party Financial Information, and Federal-Provincial Relations;
 Departmental information holdings are attractive to foreign governments, media, and special interest groups;
 Highly decentralized organization structure makes it difficult to ensure consistent level of security at all locations;
 Acts of aggression against Canada;
 Proximity of IC building to high profile Crown Buildings (i.e. Parliament, Bank of Canada, Justice, etc.); and
 Minister's offices located in IC occupied buildings.


Mitigation Strategy

To mitigate this risk, the Department will strengthen departmental security governance structures and emergency management practices to ensure effective response to emergency situations, upgrade security infrastructure to deter unauthorized access to IC-occupied buildings, enhance security awareness across the Department and undertake a review of security requirements in the regional offices, and assess gaps in existing security controls.

2015–16 Action Plan	Key Milestones	Status		
		Initial	Mid-Year	Projected at End of Year
Strengthen departmental security governance structures and emergency management practices to ensure effective response to emergency situations.	Procure additional walkie-talkies to improve communications capabilities within the Incident Management Team and the Emergency Operations Team (February 2015).	<input checked="" type="checkbox"/>		
	Users were fully trained on the use of walkie-talkies in May 2015.		<input checked="" type="checkbox"/>	
	Updated communications protocols to ensure clarity of messages to all IC employees (December 2014).	<input checked="" type="checkbox"/>		

	<p>Modified perimeter security protocols for lockdown to ensure that nobody leaves the building and to keep unauthorized individuals from entering the building. For example:</p> <ul style="list-style-type: none"> • Mobilize guard force to all building entrance; • Set up physical barricades; • Disable tandem elevators; and • Move individual off on main level. 	<input checked="" type="checkbox"/>		
	New pre-recorded messages are added to the database on a regular basis as new situations arise. Those specific to lockdown and shelter in place have been developed and will be recorded in Fall 2015.			
	<p>Lockdown and shelter procedures have been developed based on CSIS's protocols.</p> <p>Lockdown drill is schedule during winter 2015.</p>			<input checked="" type="checkbox"/>
Upgrade security infrastructure to deter unauthorized access to IC occupied buildings.	The replacement of the Access Control Barriers will start in November 2015 at the C.D. Howe Building and Place du Portage to proceed in winter 2015.			<input checked="" type="checkbox"/>
	The heightening of the glass around the elevator bays to approximately 6 feet to deter individuals from jumping barrier into controlled government space will start in November 2015.			<input checked="" type="checkbox"/>

	The replacement of the Access Control Barriers will start in September 2015 at the C.D. Howe Building and Place du Portage to proceed in winter 2015.			<input checked="" type="checkbox"/>
<p>Enhance security awareness across the Department by renewing the Industry Canada Security Awareness Program.</p> <ul style="list-style-type: none"> Consult both internal and external stakeholders to assess relevant and current tools and products. Customize security awareness products to support Program area requirements. Implementation of mandatory security briefing for new employees in 2014-15 	Security awareness sessions continue to be delivered to units on an as required basis.			
	In addition, set monthly sessions in both official languages are being held for individuals to register themselves.			
	Security awareness materials are updated on an ongoing basis to be kept up-to-date with new security policies, guidelines, etc.			
	A questionnaire is sent two months after attending a security awareness session to reinforce security requirements and compliance measures.			
	A reminder is sent semi-annually to all IC employees to follow security protocols as part of their daily work.			
	Over 80% of current IC employees completed the CSPS Security Awareness (A230) training prior to the April 30, 2015 deadline.		<input checked="" type="checkbox"/>	
New employees are informed of the requirement to complete this mandatory training upon their arrival through the required training questionnaire which is provided with their letter of offer.				
<p>Conduct Threat and Risk Assessment on a priority basis for those IC facilities where significant change has occurred and/or as a result of impending departmental accommodation moves.</p> <ul style="list-style-type: none"> Develop project plan to identify facilities on a priority basis requiring TRA and respective schedule. 	The TRA for the C.D. Howe building was completed in March 2015		<input checked="" type="checkbox"/>	
	The TRA for the Heritage building was completed in March 2015.		<input checked="" type="checkbox"/>	
	The TRA for Place du Portage was completed in March 2015.		<input checked="" type="checkbox"/>	
	TRAs for all regional IC buildings were initiated in May 2015.			<input checked="" type="checkbox"/>
	TRAs for all regional IC buildings. were initiated in May 2015.			<input checked="" type="checkbox"/>

	A callout was sent to all regional offices for TRAs in May 2015 .		<input checked="" type="checkbox"/>	
Undertake a review of the Security Program requirements in the regional offices, and assess gaps in existing security controls. <ul style="list-style-type: none"> Develop HQ and regional function model to support regional security program delivery and implementation plan. Implement approved recommendations. 	HQ provides training as required for regional offices and other IC offices (CIPO, CB, MC, CRC, etc.) for security initiatives (eg. Sweeps, TRAs, development of BCPs, etc.) to standardize security practices relating to the delivery of IC's security program.			<input checked="" type="checkbox"/>










Category: Program Design and Delivery			
Risk Owners ⁵ <ul style="list-style-type: none"> Chief Information Officer, Chief Information Office Sector (CIO) Assistant Deputy Minister, Corporate Management Sector (CMS) Shared risk for all Sector Heads 	Risk Rating		
Risk Statement	Initial	Mid-Year	Projected at year end
There is a risk that inadequate capacity to manage departmental information may lead to the unauthorized release of sensitive information and damage the Department's reputation and credibility.	Medium-High	Medium-High	Medium
Impact			
Unauthorised release of sensitive information could cause public embarrassment to the Minister and Department, erode public confidence in the Government, and lead to complaints or legal action against the Crown.			
Drivers			
The Department holds large amounts of sensitive information, including: Cabinet confidences, information on Canadian businesses and their strategies, data in insolvency filings, 3 rd 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			

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.


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 GCDOS) to improve information management awareness and practices across the Department.














2015–16 Action Plan	Key Milestones	Status ⁶		
		Initial	Mid-Year	Projected at End of Year
Corporate Management Sector				
Ensure continued alignment of departmental security governance structures with the TBS <i>Policy on Government Security (PGS)</i> .	Reporting is conducted semi-annually by the Departmental Security Working Group (DSWG) members on the security controls, both in place or planned for, in their respective areas.			
Develop and implement a project plan to support the establishment of departmental Security Administrative Investigation procedures and supporting products and tools.	An Administrative Investigation Procedures Guide was developed in collaboration with IT Security, OHS, LRM, AEB, ATIP and Legal Services, and has been promoted to IC employees and managers through IC Weekly and Security Awareness Sessions. An investigation database system is in place to track incidents and identify and report on security related trends.			
Procurement of a Canadian Top Secret	Individual in-house training is provided to new users as new accounts are created.			










⁶ 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.

Network (CTSN) for the secure transmission and analysis of Top Secret and sensitive intelligence.	A Communications Security Establishment training session is coordinated annually for new users.			
Continue to enhance security awareness across the Department through the Industry Canada Security Awareness Program	Security awareness sessions are delivered on a monthly and as required basis, in addition to the mandatory CSPS Security Awareness Course for all IC employees. Security awareness materials are kept up-to-date with new requirements.			
Enhance physical security safeguards	A Security and Facilities labour disruption plan has been developed to ensure the continued security of employees, information and assets under the responsibility of the department, in the event of a labour disruption. A Security and Facilities labour disruption plan has been developed to ensure the continued security of employees, information and assets under the responsibility of the department, in the event of a labour disruption.		<input checked="" type="checkbox"/>	
	IC facilities are swept weekly during silent hours in order to ensure compliance in safeguarding departmental information and assets.			
Chief Information Office				
Implement a formal Security Assessment and Authorization Process.	Focus for 2015-16 will be to continue to mature the IT Security Risk Management Program to align with CSEC ITSG-33 IT Security Risk Management Framework A Life-Cycle approach. <ul style="list-style-type: none"> Development of a department-wide framework has yet to begin, but the scope has been revised to applications only. Use security control profiles, which identify the security controls required to meet business needs, has begun 			
Enhance IC's Active Defense Capabilities (Prevention, Detection, Response and Recovery): <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 	Delivered IC Security awareness sessions monthly, with the Security Services Directorate (CMS). Webex was used for remote participants. CIO is collecting metrics on participants including sector and region. IT Security will participate, in collaboration with CMS, in the Industry Canada Security Awareness Week. IT Security also leads an awareness campaign to highlight Cyber Security Awareness Month.			
	Quarterly reports have been collected and will be presented to Senior Management on the status of IT Security within Industry Canada. IT Security will continue to refine metrics in order to improve the business intelligence information gathering and strengthen the overall IT			<input checked="" type="checkbox"/>

security incidents in a timely manner to minimize damage and reduce recovery time and costs	Security Program at Industry Canada. Currently, the sector is collecting incident and risk management metrics.			
	<p>Vulnerability Assessment is a shared responsibility between Industry Canada and Shared Services Canada (SSC). Industry Canada is responsible for the desktop while SSC is responsible for the network infrastructure and servers.</p> <p>IC IT Security will receive information regarding vulnerabilities from the Government of Canada Computer Incident Response Team (GC-CIRT) and engage appropriate IC Stakeholders to ensure vulnerabilities are addressed in a timely fashion.</p> <p>To align with GC event management Plan, IC has created 2 generic accounts to facilitate info sharing between TBS and SSC. This is a TBS requirement.</p> <p>IT Security continues to be engaged in outgoing operational activities, such as ongoing collaboration and monitoring of services delivered by SSC to ensure continuity of existing capabilities.</p>			
Launch the Secure Document Sharing portable media project. The purpose of the project is to provide IC employees with the tools required to securely store and share classified information.	<p>Secure Use of Portable Media; Mitigating risks surrounding the use of portable media (loss, theft and malware). The CIO will implement a device control solution for portable media to ensure that IC information stored on portable devices is protected from unauthorized access if the devices are lost or stolen.</p> <ul style="list-style-type: none"> • Expect to pass Gate 3 Sept 15, 2015 • Implementation expected Dec 2015 			
Launch a GCDOCS project to implement a common tool for all employees to store, share, find and control access to documents they need.	<p>The CIO is implementing the GCDOCS project as outlined in the updated roadmap presented to Investment Oversight Committee in June 2015. Key milestones to be achieved in 2015-16 include substantial project planning and many pre-deployment activities critical to the project success. We expect that approximately 80% of the business units will be on-boarded FYE 2016-17, and 100% by end of first quarter FY2017-18.</p> <p>Key accomplishments to date in 2015-16 include:</p> <ul style="list-style-type: none"> • IOC Stage Gate 3 approval obtained June 2015. • FY2015-16 Pilot Year MOU with PWGSC signed in September 2015 based on latest Licensing and Infrastructure cost model. • Enterprise Information Architecture (EIA) for Internal Services 			

	<p>completed in September 2015.</p> <ul style="list-style-type: none"> EIA Departmental Business Process consultations target completion is December 2015. EIA Sector specific consultations to start in January 2016. 			
<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 through IM Ready Campaign; perform discovery and clean-up activities of existing unstructured information repositories in support of Email Transformation Initiative (ETI) and GCDOCS. 	<p>Provide guidance to Sectors to carry out IM readiness and clean-up activities to support the implementation of ETI, elimination of Personal storage files and implementation of GCDOCS. To enhance management and oversight of corporate information holdings:</p> <ul style="list-style-type: none"> a series of 8 guides for sectors to identify their information resources of business value were developed and made available through IC intranet. an IM Ready Clean-up Toolkit was published and disseminated to Business Units. 			Dependent on migration dates for ETI and GCDOCS
	<p>IM Information Clean-up sessions, focusing on shared drives and personal drives, were provided to all Sector clean-up teams during the summer 2015 to review tools and assist with work plan development.</p> <p>Once GCDOCS is implemented, an IM Community of Practice (CoP) will be put in place with representation from CIO stakeholders and BU IMFS from across the Department.</p> <p>IM Awareness material on Creating, Receiving, Sharing & Protecting Information will be available online through IC Intranet, offered as a self-paced/self-directed learning opportunity for all IC employees.</p>			
	<p>Several sectors have identified specific IMFS, however some Sectors/Branches have taken a role-based approach and distributed the tasks among existing staff members, which is unlikely to be sustainable with the implementation of GCDOCS.</p> <p>Using GCDOCS will require an ongoing BU investment, which has been communicated regularly to the IM BU Leads. Work on adjusting the IMFS role to new tasks that will be required once GCDOCS is in place is ongoing.</p>	n/a		Dependent on migration date to GCDOCS
	<p>Annual Sector IM Action Plans are in place, and each Sector reports on progress at FYE.</p>		n/a	

Category: Program Design and Delivery Risks				
Risk Owner		Risk Rating		
<ul style="list-style-type: none"> Chief Information Officer, Chief Information Office Sector (CIO) 				
Risk Statement		Initial	Mid-Year	Projected at year end
There is a risk that the Department may not be able to optimize its IT investments and implement a successful enterprise approach to IT in alignment with new Government of Canada IT services directions and Shared Services Canada.		Medium	Medium	Medium
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				
<p>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. There are many large projects with externally-driven timelines that will affect all sectors/business units (e.g. Email transformation; GCDOCS; Data Centre Consolidation).</p> <p>Multiple IC-driven business and IT transformation initiatives are also underway (e.g. SITT, OSB, CIPO).</p> <p>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 be seen as responsive to business/program needs.</p>				
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. In 2014-15, IC developed a new project ranking framework to assist with the prioritization of projects within its diverse project portfolio. The 2015-16 Departmental Project Investment Planning process will guide project prioritization and investment decisions.				
2015-16 Action Plan	Key Milestones	Status		
		Initial	Mid-Year	Projected at End of Year
Develop 2015-20 Departmental Project Investment Plan. Details from the Project Investment Plan are incorporated in the IC Corporate Plan, which is also IC's Investment Plan.	Project portfolio was presented at Investment Board in January 2015 and approved in March 2015.			
Update Department's IM/IT Strategy in alignment with other GC and IC strategic initiatives (e.g., Workplace 2.0).	Annual update to Department's IM/IT Strategy by Q1 2015-16. <ul style="list-style-type: none"> The IM/IT Strategy is being reviewed by senior management at this time. 			
	Business Capability Mapping (BCM) initiatives – Continue work with sectors to document business processes.			

	<ul style="list-style-type: none"> Complete engagement with 4 business units (CRC, OCS, IRB, Tourism) Begin engagement with remaining 2 business units (CMS, SITT) 			
Develop 2015-18 Departmental IT Plan, as defined by TBS. Information in the Departmental IT Plan is used by SSC in its planning and is a key way in which the project information is shared with SSC.	Submitted 2015-18 Departmental IT Plan to TBS, and in the process updating the mid-year update			
Continue to improve the new project portfolio management framework to aid in the management of IC's project investment portfolio, aiding in the balancing of the IC and GC-driven project sub-portfolios	<p>Develop and implement a new framework for improving the understanding, categorizing, prioritizing and balancing the IC project portfolio:</p> <ul style="list-style-type: none"> Implemented new project prioritization framework for 2015-16 Project Investment Planning (Q4 2014-15). It will continue to be used into 2016-17. Work, on an ongoing basis, on the implementation of changes to the Business Proposal Form. 			
Maintain regular contact with Shared Services Canada (SSC) and continue to share planning information.	<p>SSC is now attending bi-weekly CIO Work Oversight Management Committee meetings.</p> <p>SSC invitation to IC governance body and establishment of new IC-SSC joint business intake governance meeting.</p> <p>Mid-year update of IC Project information in the TBS Clarity application due September 30, 2015.</p> <p>Weekly SSC-IC Relationship Meetings as well as continued regular executive Partnership touch points.</p>			

Category: Reputational and Stakeholder Expectations			
Risk Owner	Risk Rating		
<ul style="list-style-type: none"> Chief Information Officer, Chief Information Office Sector (CIO) 	Initial	Mid-Year	Projected at year end
Risk Statement			
There is a risk that the CIO will not be able to assist Sectors in their efforts to capitalize on the opportunities provided by Big Data in a timely manner.	Medium-Low	Medium-Low	Medium-Low
Impact			

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:

- 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; and,
- Improve data quality.

Drivers

Common data currently exists across the Department, such as 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 and take advantage of future Big Data opportunities including performing horizontal and predictive analysis.

Mitigation Strategy

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 capabilities developed by this project to implement Big Data activities 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.

2015–16 Action Plan	Key Milestones	Status ⁷		
		Initial	Mid-Year	Projected at End of Year
Implement the initial steps of the Business Intelligence Roadmap within the Business Intelligence and Analytics Project - Sub Project 1..	Launched project 2013–14.	☑		
	A Business Intelligence Roadmap was approved in Q1 2014-15. It defines the current state, future state and identifies gaps that need to be addressed over the next five years.	☑		
	Approval received from the department's Investment Board to start to implement the approved Business Intelligence Roadmap (through Stage Gate 2 approval).	☑		

⁷ 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.

	<p>Completed planning phase and required artifacts, including a high level architecture for Master Data Management. Obtained Stage Gate 3 approval.</p>			
	<p>Execute the Project Plan in an iterative approach, across many IC Lines of Business, along with the initial implementation of data governance. Selection and procurement of Master Data Management solution for Industry Canada.</p> <p>Launch of first Industry Canada master data models with initial focus on one Sector (e.g., Canadian Intellectual Property Office).</p> <p>Standardization of Industry Canada business intelligence processes and environment.</p> <p>Implementation of new business intelligence service model with initial focus on dashboards and self-service tailored to lines of business.</p> <p>Optimization of business intelligence data models to better serve lines of business and horizontal data sharing.</p> <p>Implementation of first phase of Industry Canada Information Governance Center of Excellence to support first iteration of master data.</p>			

