



Innovation, Science and
Economic Development Canada

Innovation, Sciences et
Développement économique Canada

2016-17

ISED Corporate Plan: Mid-Year Update

Annexes

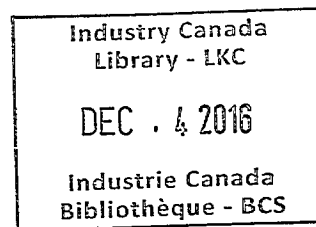
TABLE OF CONTENTS

ANNEX 1: INNOVATION 2020 ADDITIONAL ACTIVITIES

ANNEX 2: 2016-17 PLANNED PROJECT INVESTMENTS BY PROGRAM ACTIVITY

ANNEX 3: 2016-17 CORPORATE RISK ACTION PLANS

ANNEX 4: ISED INVESTMENT PLAN PERFORMANCE MEASUREMENT STRATEGY FOR THE 2016-17 TO 2018-19 PERIOD



ANNEX 1: INNOVATION 2020

ADDITIONAL ACTIVITIES

Agile Workforce

- A system that is more responsive to workplace requirements and that can enable an agile workforce.
- Are we nimble and responsive?

2016-17 Areas of Focus

- Foster a culture that embraces movement and growth
- Develop ISED employees

Sound Stewardship

- A system that ensures value for tax dollars which results in optimal organizational effectiveness and a productive workforce.
- Are we efficient and effective?

2016-17 Areas of Focus

- Build a healthy, respectful and supportive work environment
- Increase the use of performance measurement






Operating as One

- A strengthened horizontal approach to managing the department that results in more collaboration and cohesion across the organization.
- Are we siloed?

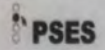
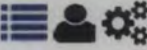
2016-17 Areas of Focus

- Coordinate with portfolio organizations
- Lead HRB Service Transformation

The following icons are used to this effect throughout the annex:

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

AGILE WORKFORCE – ADDITIONAL ACTIVITIES

2016-17 Activities	Key Milestones	Linkages	Status ¹		
			Initial	Mid-Year	Projected at End of Year
Government of Canada					
Continue implementation of Canada School of Public Service (CSPS) transformation  	Undertake engagement activities : <ul style="list-style-type: none"> • CSPS President made a presentation to DMC on May 4, 2016 regarding the School's ongoing transformation. • A corporate-wide commitment to support employee development was included in EX performance agreements for 2016-17; one of the key indicators is that training provided uses the CSPS as the default source for learning. • ISED is participating in pilots of new CSPS programs, notably the new Aspiring Directors program. • ISED continues to be an active member of the CSPS Enterprise Editorial Board for curriculum review, and ISED representatives attend Point of Contact meetings with the CSPS for implementation. • On October 14, the DMs launched their Learning Initiative, inviting ISED learners who have enrolled in a course from the Canada School of Public Service to provide feedback on what they learned and how it has helped them in their professional careers. Information collected will assist ISED in its continued efforts to support employee learning, as well as provide feedback to the School on their classes and program offerings. 		○	○	○

¹ 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 2017-18









Some delays/cost overruns/other challenges, and is expected to continue into 2017-18



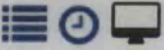
Significant delays/cost overruns/other challenges, and is expected to continue into 2017-18


2016-17 Activities	Key Milestones	Linkages	Status ¹		
			Initial	Mid-Year	Projected at End of Year
	<p>Undertake promotional activities:</p> <ul style="list-style-type: none"> The Learning Hub continues to promote CSPS offerings as a primary source of learning and training. An increased emphasis on employee development was promoted at the year-end review panel at DMC in June 2016. A renewed Educational Support Directive and a new talent management tool were presented to DMC for approval in September 2016, and will be communicated to clients across the department. Continued targeted communication products through internal channels such as ISED Central, @ISED, Inside ISED, Let's Talk ISED and networks. 		○	○	○
Innovation, Science and Economic Development Canada					
Support employee participation in initiatives related to building a culture of innovation, employee involvement/ownership and professional development through the ISED Managers Community (ISEDMC), Interconnex and Inclusiveness Committee	The ISED Managers' Community Forum on October 6th brought together over 120 managers from across Canada to meet the challenge of innovative management. The event welcomed many senior government officials including the Clerk of the Privy Council and leaders from the private and non for profit sectors. They provided the participants with great ideas and insights on how to build an innovative culture. The Forum also served as the spring board to launch the Change One Thing Challenge where managers were asked to lead change and make a difference in the workplace. Details on the challenge were posted on the Innovation 2020 web portal .		○	○	☑
	As part of ISED's Employment Equity Diversity and Inclusiveness program, a symposium that involves ISED employees has been approved and is scheduled for February 2017. This activity will consist of a rotating panel discussion with four to six CMS employees as speakers and the rest of sector staff as participants. The different topics discussed by the panelists		○	○	○

2016-17 Activities	Key Milestones	Linkages	Status ¹		
			Initial	Mid-Year	Projected at End of Year
	will include how diversity can improve productivity, mental health, and the working environment for those working with a disability, as well as discussing the different ways of communicating in the workplace.				
	Work with SSC to expand availability of Wi-Fi services to additional areas within C.D. Howe Building and Place du Portage (PDP). Completed Phase 1 (C.D. Howe) and preliminary work to enable WiFi services in Phase 2 (PDP) has begun.		○	◎	➤
Support a capable, confident and high-performing workforce 	Work with SSC to increase network capacity and improve webcast services at ISED: <ul style="list-style-type: none"> Bandwidth increase has been completed and further work for traffic shaping is in progress to enable management of bandwidth. 		○	○	○
	Development of a workplace technology modernization agenda for presentation to DGMAC has been deferred to Q3.		○	○	○
	Implement new departmental directive on Second Language Training: <ul style="list-style-type: none"> The new departmental Directive on Second Language Training that came into effect on April 1, 2016 has been communicated to sectors for implementation. To complement language training, CMS and SITT have each introduced an Informal Linguistic Mentoring Initiative in their respective sectors to support employees' efforts to improve and maintain their oral communication skills in their second official language. 		○	☑	
	Implement the departmental Official Languages Action Plan for 2015-18, which was published on March 10, 2016. The Department is on track to complete by December 31, 2016, an exercise to identify public demand for services in both official languages in key SITT locations (Val D'or, St John's, and Prince George). Statistics Canada is assisting in this effort.		○	○	○

2016-17 Activities	Key Milestones	Linkages	Status ¹		
			Initial	Mid-Year	Projected at End of Year
Encourage employee innovation	Planning for the second annual ISED Innovation Tournament is ongoing. The event is organized by ISED's Interconnex Community and is now scheduled to launch in Q4.	Investment Item			
	<p>On April 20, 2016 the second Blueprint 2020 Interdepartmental Innovation Fair took place:</p> <ul style="list-style-type: none"> The department was featured in the Healthy Workplaces Forum (Respectful, Healthy, Inclusive Workplace), in the general kiosk area (Service Lab) and held a FED Talk during the fair. Some 60 ISED employees attended the fair, including the Associate Deputy Minister, the Commissioner of the Competition Bureau, and delegations from InterConnex and the ISED Managers Community. Existing internal communication tools were leveraged (such as ISED Weekly articles) and more targeted internal communications were implemented (i.e., email campaigns targeted to ISED executives and management) to encourage ISED attendance. A number of communications tactics and tools were used to attract ISED employee visits to the Fair and participation in the healthy workplace quiz. 				

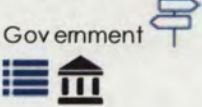










SOUND STEWARDSHIP – ADDITIONAL ACTIVITIES





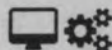



2016-17 Activities	Key Milestones	Linkages	Status ¹		
			Initial	Mid-Year	Projected at End of Year
Government of Canada					
Continue implementation of National Accommodation Strategy/ Workplace 2.0 BP2020 	Reduce ISED's occupancy to ensure the Department remains within its space envelope, avoids ongoing costs and maximizes potential benefits of the GC modernization and space savings initiatives. Key mid-year milestones include: <u>NCR</u> <ul style="list-style-type: none"> The planning phase for the move of the Office of the Superintendent of Bankruptcy (OSB) to 410 Laurier, including procurement and construction has begun and will conclude in FY 2016-17. The CIO Project to reconfigure a portion of CIO space at 235 Queen to Workplace 2.0 is on track to be completed by this fiscal year. ISED will accommodate additional staff in existing space as a result of centralization in C.D. Howe. <u>Pacific Region</u> <ul style="list-style-type: none"> ISED is working with PSPC to identify a location to consolidate two Measurement Canada locations in a way that meets ISED and client needs with no additional rent costs. The planning phase of the Consolidation of Library Square is scheduled to occur in 2017-18 with the construction and physical move to take place in 2018-19. <u>Ontario Region</u> <p>The last of the physical moves into 151 Yonge will occur in February 2017.</p> <u>PNR</u> <ul style="list-style-type: none"> The project planning for consolidation in Standard Life Towers (Calgary) is on track for 2016-17. The construction and physical move will occur in 2017-18. 	Investment Item	○	○	○

2016-17 Activities	Key Milestones	Linkages	Status ¹		
			Initial	Mid-Year	Projected at End of Year
	<ul style="list-style-type: none"> The rentable metres that have been released through the National Accommodation Strategy by the end of 2016-17 will be approximately 28,000m². 				
Innovation, Science and Economic Development Canada					
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: <ul style="list-style-type: none"> The OSB and IRB are scheduled to onboard onto the CCM System before the end of the calendar year and CIPO is scheduled to onboard by end of fiscal year. Onboarding plan has been established and is updated as new clients wish to onboard. There is active work taking place to improve the alignment and integration of Client Relationship Management (CRM) and Master Data Management (MDM) by establishing data governance to guide the use and maintenance of third party data. 	Investment Item	○	○	○
	Strengthen the Grants & Contributions (G&Cs) Centre of Expertise. Key mid-year milestones include: <ul style="list-style-type: none"> The G&Cs Centre of Expertise now supports sectors by way of a comprehensive approach, with services ranging from advice on program implementation to monitoring repayable contributions to defaulted agreement situations. A G&Cs Network was struck in April 2016 with representatives from all departmental programs. To date, two meetings have been held to discuss various issues such as upcoming changes to the Policy on Transfer Payments and the new TB threshold approval for programs. Meetings will continue throughout the year. 		○	○	○

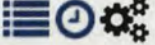

2016-17 Activities	Key Milestones	Linkages	Status ¹		
			Initial	Mid-Year	Projected at End of Year
	<ul style="list-style-type: none"> The G&Cs Centre of Expertise has standardized a number of its processes (such as advice to sectors on program implementation issues, documentation, communications with sectors and TBS) to allow for a more consistent program management approach across the department. 				
Back office transformation	All purchasing and supply officers (PG) of the department were transferred to the Corporate Management Sector (CMS) for April 1, 2016.		○		
	In consultation with ISED Legal Services, the department has implemented the provisions of the Integrity Framework in all procurements issued under the authority of PSPC.		○		

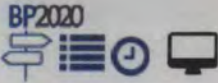

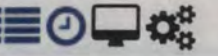
OPERATING AS ONE – ADDITIONAL ACTIVITIES


2016-17 Activities	Key Milestones	Linkages	Status ¹		
			Initial	Mid-Year	Projected at End of Year
Government of Canada					
Implement GC Directive on Open Government 	<ul style="list-style-type: none"> • ISED's Open Government Implementation Plan (OGIP) submitted to TBS in February 2016. • Review of information governance processes in ISED and across other OGDs has begun. • Work on creation of ISED dataset inventory has begun. • Continued release of ISED datasets on Open Government Portal (40). • Published Open Government articles in @ISED, on ISED intranet, and made presentations at committee and working group level. 	HR Strategy			
	<ul style="list-style-type: none"> • The OGIP update to TBS is deferred due to timeline changes. • Review and documentation of information governance processes is ongoing. • Submission of data inventories to TBS is planned for October 2016. • Targeted release of high priority ISED datasets (as identified by TBS) on Open Government Portal. • Review of LAC guidance material is deferred due to timeline changes. 				
Implement Data Centre Consolidation/ Workload Migration Project 	<ul style="list-style-type: none"> • Business applications have been assessed and categorized. • Planning is ongoing for applications to be migrated. • Proof of concept is underway for application cloud deployment. • Workload migration is in planning phase. • No migration waves could be planned for this fiscal year due to SSC's End State Data Centre readiness. 	Investment Item			

2016-17 Activities	Key Milestones	Linkages	Status ¹		
			Initial	Mid-Year	Projected at End of Year
Implement the electronic document and records management solution for the GC 	Begin implementation of GCDOCS: <ul style="list-style-type: none"> Implemented the Organizational Change Management Plan, the Training Plan and Migration Plan. Completed the implementation & validation of the production end state environment in mid-August 2016. Completed operational processes & procedures to support rollout by August 2016. Incurred delays in Information Architecture signoff and SSC infrastructure delivery. Project will be rebaselined following the first rollout in December 2016. 	Investment Item; Corporate Risk; HR Strategy			
Implement HR Transformation Initiatives 	<p>A Pay Liaison Office has been staffed and is fully operational, following the transfer of ISED pay accounts to the Pay Centre and Phoenix.</p> <p>While the Liaison Office is continuing to track and escalate employee pay issues for resolution by PSPC, HR Branch has dedicated additional resources to ensure the efficient processing of "trusted source" transactions and regular HR actions, including those in My GCHR (adopted on August 2, 2016) that have direct impact on pay. Finance Branch has redirected resources to monitor pay lists, as well as issue emergency paycheques.</p> <p>With the establishment of a Departmental Claims Authorities Office, ISED has joined the launch of the government-wide employee claims process for employees who have incurred expenses as a result of pay issues. DMC is kept up to date on pay-related matters through verbal briefings.</p> <p>Overall, ISED is investing significant time and meetings to monitor and address concerns, including regular discussions with PSPC and active participation on the interdepartmental Compensation, My GCHR, and GCHRMS DG Coordinating Committee.</p>	Investment Item			

² Status information is for the ISED components of the work on pay modernization.

2016-17 Activities	Key Milestones	Linkages	Status ¹		
			Initial	Mid-Year	Projected at End of Year
	<p>ISED successfully migrated to My GCHR on July 25, 2016, and the new system became available to employees on August 2, 2016. Training was made available to all employees and managers while HR specialists were provided with additional training; sessions began in June 2016 and are ongoing at mid-year, with over 1500 employees already attending workshops and information sessions.</p> <p>On July 26, 2016, the previous HRMS was sunsetted and an interim Business Intelligence (BI) Solution was implemented to secure ISED's HR reporting capacity. Work is on track, as part of the next phase, to develop a comprehensive BI solution by March 31, 2017.</p>	Investment Item	○	○	○
<p>Support the GC Web Renewal Initiative</p> 	<ul style="list-style-type: none"> • Websites preparing for the migration, in 2017, to the GC-wide Content Management system by applying Canada.ca template to all in-scope sites. • Milestones for ISED sites in the Canada.ca template (but on ic.gc.ca): Q2: 0%; Q3: 20%; Q4: 100%. • Lead for three themes: Business and industry, Money and finances, Science and innovation. Applying updates to theme and topic pages on Canada.ca including updates from usability testing. Working to minimize content duplication between departments before migration. • Implementing WET 4 and Canada.ca template on all external facing (authenticated and non-authenticated) application at ISED. Percent of applications done is planned to reach 90% by Q4 (with the assumption that CIPO will finish their implementation before the end of 2016-17). 	Investment Item	○	○	➡
Innovation, Science and Economic Development Canada					
<p>Build a strong and unified departmental vision</p> 	<p>This activity was put on hold following the departmental name change that occurred in fall 2015. Work on a revised engagement strategy has been deferred to Q3&4.</p>		○	⊙	⊙

2016-17 Activities	Key Milestones	Linkages	Status ¹		
			Initial	Mid-Year	Projected at End of Year
Lead re-branding exercise for the department	Revised template products following IC name change to ISED is complete. The corporate look templates and toolbox were made available in summer/fall 2016 – complete.		○	☑	
Improve existing internal communications tools BP2020 	Launched a new internal newsletter, @ISED, on August 23, 2016 (replaces ISED Weekly).		○	☑	
	With respect to the initiative to propose a new look for the department's intranet site to highlight content of interest and communications tools, important staff turnover has created some delays. Upcoming staffing will allow for this initiative to move forward by year end.		○	○	○
Increase regular communication with employees BP2020 #Clerk 	Information shared with employees continues on a daily basis through ISED Central and a weekly basis through @ISED.		○	○	○
	<ul style="list-style-type: none"> No DM Talks have been developed for 2016-17, due to lack of availability or scheduling conflicts with the recommended guest speakers and/or the Deputy Ministers. CMB is currently considering other communication tools and/or formats for the DM Talks, so that regular communication between the Deputy Ministers and employees can continue to increase. The EX DM Town Hall is being planned for the fall 2016 and an all-staff DM Town Hall is projected for March 2017. 		○	○	○
Lead Business Analytics and Big Data Projects #Clerk 	Continue implementation of the five-year business analytics roadmap, which establishes the foundational elements to enable increased horizontal data sharing and harness the value of ISED data: <ul style="list-style-type: none"> An initial release of Master Data Management and Reference Data Management is scheduled to be released in January 2017. The Master Data Governance working group will be formalized in November 2016. The CIO is working towards a Big Data Proof of Concept. 	Investment Item	○	○	○

2016-17 Activities	Key Milestones	Linkages	Status ¹		
			Initial	Mid-Year	Projected at End of Year
Continue Business Capability Mapping Initiative 	Support ISED's Enterprise Architecture by documenting the relationship between business and IT for ISED's business units: <ul style="list-style-type: none"> Information gathering for SITT is well underway and expected to be completed this year. 		○	○	☑

ANNEX 2: 2016-17 PLANNED PROJECT INVESTMENTS BY PROGRAM ACTIVITY

STRATEGIC OUTCOME 1: THE CANADIAN MARKETPLACE IS EFFICIENT AND COMPETITIVE

Program: Marketplace Framework and Regulations

Assets > \$500K

Description	Sector	2016-17 Planned Cost	Total Planned Cost (5 years) ³	Duration (FY to FY)	Procurement Strategy
<u>Fleet acquisition and replacement for Measurement Canada</u> Heavy and light duty vehicles are used by Measurement Canada inspectors and motor driver operators 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 and to replace vehicles at the end of their life-cycle.	SBTMS	\$525,000	\$1,725,000	2016-17 to 2020-21	Open Bidding (Buy and Sell)
<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	SBTMS	\$775,000	\$2,375,000	2016-17 to 2020-21	Open Bidding (Buy and Sell)

³ The Total Planned Cost includes the planned costs for 2016-17 to 2020-21. This total may differ from the total acquisition cost, as expenditures may have been incurred in fiscal years prior to 2016-17.

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.					
<u>GQ Database</u> Access to Life Science's Genome Quest (GQ) Database for Patent Examiners	CIPO	\$492,213	\$1,714,480	2015-16 to 2019-20	ACAN

Services > \$500K⁴

Description	Sector	2016-17 Planned Cost	Total Planned Cost (5 years) ⁵	Duration (FY to FY)	Procurement Strategy
<u>Accommodation Services</u> Accommodation services provided by PSPC to CIPO via various agreements to rent office, parking and storage space.	CIPO	\$7,603,344	\$38,997,201	2016-17 to 2020-21	MOU with PSPC
<u>Back Office Transformation</u> Covers the provision of back office transformation to support CIPO's business activities.	CIPO	\$1,43,642	\$589,095	2016-17 to 2020-21	MOU with TBS
<u>Banking Services</u> Banking services for CIPO to cover the cost of accepting credit cards for fees paid by external clients.	CIPO	\$780,000	\$3,900,000	2016-17 to 2020-21	MOU with PSPC
<u>IT Modernization</u> Specialized consulting services to support the CIPO Program Management Office with the IT Modernization Program.	CIPO	\$1,167,330	\$6,742,360	2016-17 to 2020-21	Traditional Competitive

⁴ Starting in 2016-17, cost recovery items are not included in ISED's Investment Plan. They are listed for information purposes in the 2016-17 Corporate Plan Main Book.

⁵ The Total Planned Cost includes the planned costs for 2016-17 to 2020-21. This total may differ from the total acquisition cost, as expenditures may have been incurred in fiscal years prior to 2016-17.

Description	Sector	2016-17 Planned Cost	Total Planned Cost (5 years) ⁵	Duration (FY to FY)	Procurement Strategy
<u>IT Operating Services - CIPO</u> IT operating services provided by Shared Services Canada (SSC) to CIPO.	CIPO	\$5,574,802	\$29,011,493	2016-17 to 2020-21	MOU with SSC
<u>Learning and Training Services</u> Learning and training services provided by the Canada School of Public Service to CIPO employees.	CIPO	\$214,641	\$1,073,205	2016-17 to 2020-21	MOU with CSPS
<u>Legal Services</u> Legal services provided by Justice Canada to CIPO to support ongoing business activities.	CIPO	\$990,014	\$4,950,070	2016-17 to 2020-21	MOU with Justice Canada
<u>Mainframe Application Hosting Services</u> IT services provided by SSC to CIPO in order to support and sustain Mainframe Application Hosting Services.	CIPO	\$4,418,215	\$22,992,568	2016-17 to 2020-21	Service Agreement with SSC
<u>Pay Administration Services</u> Covers the provision of pay administration services to support CIPO's business activities.	CIPO	\$141,117	\$705,585	2016-17 to 2020-21	MOU with PSPC
<u>Translation Services</u> Covers acquisition of translation services via multiple contracts with external suppliers.	CIPO	\$2,134,181	\$10,599,905	2016-17 to 2020-21	Traditional Competitive
<u>IT Services - Corporations Canada</u> General IT services provided by SSC for Corporations Canada including network, computer and telecommunication services.	SBTMS	\$436,000	\$2,180,000	2016-17 to 2020-21	Non-official agreement with SSC (MOU to be in place within 2 years)
<u>IT Services - OSB</u> IT services provided by SSC to the Office of the Superintendent of Bankruptcy (OSB) for common IT infrastructure.	SBTMS	\$2,139,995	\$11,136,621	2016-17 to 2020-21	MOU with SSC
<u>Legal Services - OSB</u> Legal services provided by Justice Canada to the OSB to help fulfill the statutory mandate to oversee all matters pursuant to the <i>Bankruptcy and Insolvency Act</i> (BIA) and to protect the integrity of the insolvency system.	SBTMS	\$710,000	\$3,813,000	2016-17 to 2020-21	MOU with Justice Canada

Description	Sector	2016-17 Planned Cost	Total Planned Cost (5 years) ⁵	Duration (FY to FY)	Procurement Strategy
<u>Public Prosecution Services - OSB</u> Public Prosecution Service of Canada (PPSC) services to the OSB to help fulfill the statutory mandate to oversee all matters pursuant to the <i>Bankruptcy and Insolvency Act</i> (BIA) and to protect the integrity of the insolvency system.	SBTMS	\$1,200,000	\$6,290,000	2016-17 to 2020-21	MOU with PPSC
<u>Development of an Internal Trade Barriers Index</u> Professional services to build an Internal Trade Barriers (ITB) index that will summarize the degree to which the lack of harmonization between public policies governing the internal market in Canada may impede trade and factor mobility in a given year by compiling an inventory of policies, standards, and regulations that could impact internal trade.	SPS	\$301,724	\$301,724 ⁶	2016-17	Open Bidding (GETS)

⁶ In addition, \$456,504 was spent in 2015-16 and \$140,000 in 2014-15. Per the current contract terms, the 2016-17 Planned Cost is \$301,724; as of September 2016, a possible amendment is being considered, which would increase the 2016-17 contract value (amount to be determined).

Projects > \$500,000 – Proposed⁷

Name / Description	Sector	2016-17 Planned Cost	Total Planned Investment Cost ⁸	Duration	Stage ⁹			Project Health		PCRA Score
					Initial	Mid-Year	Projected at End of Year	Cost	Schedule	
<u>CIPO Agent Examination Management (PRJ0001JA)</u> This project will provide online access for prospective agents to CIPO's agent examination events, as well as deliver a secure means for these participants to monitor their progress towards qualification as a registered patent or trademark agent.	CIPO	\$457,000	\$925,000	February 2016 to March 2018	2	2	TBD			PCRA review by TBS will be required.
<u>CIPO e-Dossier (CDAS Extension) (PRJ0001JB)</u> This project will provide comprehensive online access to all of CIPO's public IP Case file documents and information, and restricted access to non-publicly disclosable Patents and Industrial Design IP case file documents and information.	CIPO	\$240,000	\$925,000	February 2016 to September 2018	2	2	TBD			PCRA review by TBS will be required.
<u>CIPO Smart Search (PRJ000113)</u> This project implements the ability to execute advanced searches of IP-related	CIPO	\$800,037	\$1,479,200 ¹⁰	September 2015 to April 2018	2	2	3			PCRA review by TBS will be required.







⁷ Project information is as reported in the ISED Departmental Project Portfolio Management Application (DPPM) as at August 15, 2016. The new threshold reflects July 21, 2016 Investment Board decisions.

⁸ Total Planned Investment Cost is often reported for proposed projects (stage 1 and 2) instead of Planned Project Cost. Total Planned Investment Costs may include non-project costs, such as ongoing costs and stage 2 costs. They are not the same as Total Planned Project costs.

⁹ Detailed information on the 5 stages of the Project Stage-Gate Process is available on the Departmental Project Management Office's intranet site:

http://icweb.ic.gc.ca/eic/site/709.nsf/eng/h_00004.html.

¹⁰ In this case, corresponds to Stage 3-5 Planned Project Cost.

Name / Description	Sector	2016-17 Planned Cost	Total Planned Investment Cost ^a	Duration	Stage ^a			Project Health		PCRA Score
					Initial	Mid-Year	Projected at End of Year	Cost	Schedule	
information (i.e., data and documentation) for both departmental and external parties.										
<u>myCIPO Online Services (PRJ000114)</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	\$1,580,000	\$3,236,758 ^a	September 2015 to September 2017	2	2	3			PCRA review by TBS will be required.
<u>CIPO IP Document and File Management (PRJ000147)</u> The IPDFM provides an electronic centralized repository to save and manage IP documents and files for all lines of business. Digitization provides CIPO with the ability to improve quality of service, as well as easier adherence to international treaties and organizations.	CIPO	\$2,371,209	\$5,609,006 ^a	May 2013 to May 2019	2	2	3		 ¹¹	PCRA review by TBS will be required.
<u>CIPO Modernized IP Case and Workflow Solution for Copyright & Industrial Design (PRJ0001DC)</u> The CIPO Modernized IP Case and Workflow Project will deliver new technology-based capability that will automate and track the business processes	CIPO	\$247,962	\$1,378,100 ^a	January 2015 to November 2018	2	2	3			PCRA review by TBS will be required.

¹¹ Approved project end date at Gate 1 was October 30, 2016. Project is coming back to Investment Board for Gate 2 in November 2016 (September 13 Investment Board meeting had been postponed and then cancelled)

Name / Description	Sector	2016-17 Planned Cost	Total Planned Investment Cost ⁹	Duration	Stage ⁹			Project Health		PCRA Score
					Initial	Mid-Year	Projected at End of Year	Cost	Schedule	
and activities specific to each Line of business (national & international). This project will modernize CIPO's processing of copyrights and industrial designs and support ongoing regulatory and business changes.										
<u>CIPO Modernized IP Case and Workflow Solution for Patents (PRJ000151)</u> The CIPO Modernized IP Case and Workflow Project will deliver new technology based capability that will automate and track the business processes and activities specific to each Line of business (national & international). This project will modernize CIPO's processing of patents, including appeals, and support ongoing regulatory and business changes.	CIPO	\$991,647	\$11,252,000 ⁹	April 2014 to March 2019	2	2	3			PCRA review by TBS will be required.
<u>CIPO Modernized IP Case and Workflow Solution for Trademarks and TMOB (PRJ0001DD)</u> The CIPO Modernized IP Case and Workflow Project will deliver new technology based capability that will automate and track the business processes and activities specific to each Line of business (national & international). This project will modernize CIPO's processing of trademarks including	CIPO	\$1,495,000	\$7,140,000 ⁹	December 2014 to December 2019	2	2	3			PCRA review by TBS will be required.

Name / Description	Sector	2016-17 Planned Cost	Total Planned Investment Cost ⁸	Duration	Stage ⁹			Project Health		PCRA Score
					Initial	Mid-Year	Projected at End of Year	Cost	Schedule	
oppositions, and support ongoing regulatory and business changes.										
<u>SBTMS OSB Insolvency Records Search (PRJ0001H1)</u> This project will result in a better user experience for external and internal users of the Bankruptcy and Insolvency Search and simplify the online payment capability.	SBTMS	\$590,000	\$625,000	April 2015 to April 2017	2	2	5	○	○	PCRA review by TBS is not required.

Projects > \$500,000 – Active¹²







Name / Description	Sector	2016-17 Planned Cost	Total Planned Project Cost ¹³	Duration	Stage ¹⁴			Project Health		PCRA Score
					Initial	Mid-Year	Projected at End of Year	Cost	Schedule	
<u>CIPO Client Relationship Management Foundation (PRJ0001AS)</u> The CRM Foundation project will establish a fully functioning Client Relationship Management (CRM) solution within CIPO's Information Branch (IB), and key line of business stakeholders; It	CIPO	\$1,925,284	\$2,196,184	March 2014 to December 2017	3	3	4	○	○	2

¹² Project information is as reported in the ISED Departmental Project Portfolio Management Application (DPPM) as at August 15, 2016. The new threshold reflects July 21, 2016 Investment Board decisions.

¹³ Planned Project Cost (Stage 3-5).

¹⁴ Detailed information on the 5 stages of the Project Stage-Gate Process is available on the Departmental Project Management Office's intranet site:

http://icweb.ic.gc.ca/eic/site/709.nsf/eng/h_00004.html.

Name / Description	Sector	2016-17 Planned Cost	Total Planned Project Cost ¹³	Duration	Stage ¹⁴			Project Health		PCRA Score
					Initial	Mid-Year	Projected at End of Year	Cost	Schedule	
will develop the data definitions for a CIPO-wide Master Client Repository; and will also create a foundational service request framework to manage client requests and interactions with CIPO.										
<u>CIPO Electronic Filing of a Patent Application (PRJ00017D)</u> This project will improve E-commerce services for filing a patent application.	CIPO	\$655,000	\$1,403,660	April 2013 to April 2017	3	3	5			2
<u>CIPO Integrated Financial System (PRJ000181)</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	\$947,486	\$3,858,950	June 2013 to July 2019	3	3	4			2
<u>CIPO IT Implementation of a Patent International Treaty (PRJ0001AW)</u> Amendments to the <i>Patent Act</i> and its regulations are expected in order to align Canada's	CIPO	\$635,811	\$1,871,950	March 2014 to March 2018	3	3	TBD			2

¹⁵ All resources including those hired since January 2016 are assigned to legislative projects which are identified as higher priorities. Additional work on this project will continue as resources assigned to the legislative projects become available.

¹⁶ CIO estimates for Work Package 3 development push implementation out by a year to March 2019. Options to recover the schedule were reviewed with the Business Sponsor. Proceeding with the March 2019 plan date, but will revisit it after the detailed design is completed in May 2017. Schedule status reflects the business sponsor's desire to achieve a March 2018 date for Work Package 3.

Name / Description	Sector	2016-17 Planned Cost	Total Planned Project Cost ¹³	Duration	Stage ¹⁴			Project Health		PCRA Score
					Initial	Mid-Year	Projected at End of Year	Cost	Schedule	
legislation with an international treaty. Modification of the existing IT environment is required to comply with the amendments.										
<u>CIPO IT Implementation of an Industrial Design International Treaty (PRJ0001B0)</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. Modification of the existing IT environment is required to comply with the amendments.	CIPO	\$1,317,481	\$1,941,371	April 2014 to April 2018	3	3	TBD	○	○	2
<u>CIPO IT Implementation of Bills C-31 and C-8 for Trade-marks (PRJ0001B1)</u> Amendments to the <i>Trade-marks Act</i> and its regulations are expected in order to align Canada's legislation with international treaties. Modification of the existing IT environment is required to comply with the amendments.	CIPO	\$2,649,402	\$8,211,722	February 2013 to January 2020	3	3	4	⊗ ¹⁷	⊗ ¹⁸	2

¹⁷ The approved Stage Gate 2 (SG-2) cost estimate was \$5.2M. The Stage Gate 3 (SG03) estimate for the Interim and Main Releases is \$6.6M and does not include \$2.2M of actual spending to date. It also excludes SG-3 estimates for Madrid which may exceed \$3M. The total cost of the project may therefore exceed \$12M which is more than 50% of the SG-2 estimate.

¹⁸ Despite SSC's work resumption at the end of July 2016 on the installation and configuration of the required Development and Testing environments, the two priority environments for the project (System Acceptance Testing (SAT) and Development) have still not been delivered. This has caused delays in SAT on the legacy-developed components of Interim Release which will subsequently cause delays in User Acceptance Testing (UAT).

Name / Description	Sector	2016-17 Planned Cost	Total Planned Project Cost ¹³	Duration	Stage ¹⁴			Project Health		PCRA Score
					Initial	Mid-Year	Projected at End of Year	Cost	Schedule	
<u>CIPO Telework (Long Term IT Solution) (PRJ000013)</u> CIPO telework employees require enhanced capabilities to securely work remotely from home with the equivalent access, services and applications available to them on their office computer.	CIPO	\$329,660	\$601,411	August 2013 to June 2017	4	4	5			2
<u>SBTMS OSB Trustee Licensing (PRJ0001GO)</u> 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	\$1,127,142	\$1,470,330	March 2015 to September 2017	3	4	TBD			2
<u>SBTMS NUANS Corporate Name Search Information Technology Modernization (PRJ00017Q)</u> This project will replace the current NUANS technology solution; procure hosting and operations services via a competitive contract. NUANS is an online tool used to ensure that names proposed for new corporations do not conflict with those that are already in use. NUANS is used by the private and public sector for federal and most provincial and territorial corporate registries.	SBTMS	\$18,180	\$1,564,684	September 2012 to September 2016	4	4	Completed			2

Name / Description	Sector	2016-17 Planned Cost	Total Planned Project Cost ¹³	Duration	Stage ¹⁴			Project Health		PCRA Score
					Initial	Mid-Year	Projected at End of Year	Cost	Schedule	
<u>SBTMS MC Measuring Device Inspection Result Data Entry Automation (PRJ000062)</u> Measurement Canada (MC) 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.	SBTMS	\$0	\$1,640,854	February 2009 to September 2016	5	5	Completed	○	○	PCRA review by TBS is not required – This project predates the PCRA process.

Program: Spectrum, Telecommunications, and the Digital Economy

Assets > \$500K

Description	Sector	2016-17 Planned Cost	Total Planned Cost (5 years) ¹⁹	Duration (FY to FY)	Procurement Strategy
<u>Communications Research Centre Campus Maintenance Plan</u> Prevent, monitor and mitigate potential costly repairs of equipment by reducing the possibility that equipment will experience a major breakdown while protecting and maximizing the lifespan and usefulness of the assets, decrease cost of replacement, improve equipment reliability and decrease down time.	SITT	\$1,344,000	\$9,344,000	2016-17 to 2020-21	Various

¹⁹ The Total Planned Cost includes the planned costs for 2016-17 to 2020-21. This total may differ from the total acquisition cost, as expenditures may have been incurred in fiscal years prior to 2016-17.

<u>Fleet Acquisition and Replacement for the Communications Research Centre</u> 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	\$158,000	\$958,000	2016-17 to 2020-21	PSPC Call-up Against Standing Offer
<u>Fleet Acquisition and Replacement for the Spectrum Management Program</u> Replacement of customized vehicles with highly specialized equipment used by SITT to support spectrum management which are reaching the end of their life-cycle.	SITT	\$67,000	\$547,000	2016-17 to 2020-21	PSPC Call-up Against Standing Offer
<u>Machinery and Equipment for the Communications Research Centre</u> Specialized scientific equipment to conduct advanced telecommunications research of strategic importance to the Department and other stakeholders.	SITT	\$568,000	\$8,568,000	2016-17 to 2020-21	Competitive Process
<u>Machinery and Equipment for the Spectrum Management Program</u> Replacement or procurement of new specialized equipment, used by SITT, to monitor compliance to technical regulations pursuant to the Telecommunications and Radiocommunication Acts and Regulations.	SITT	\$700,000	\$13,740,000	2016-17 to 2020-21	Competitive Process
<u>Research Software Renewal for the Communications Research Centre</u> Leading edge software critical to the delivery of research projects and undertaking advanced telecommunications research.	SITT	\$670,000	\$3,580,000	2016-17 to 2020-21	Advance Contract Award Notice (ACAN) – for sole source procurement; and Open Bidding (GETS)
<u>Spectrum Application Modernization (SAM) 1.5/2.0</u> Replacement of some applications that are essential for business, but were out of scope of the SAM-CSI project, such as applications for the delivery of Professional Radio Operator Certificates and the Accredited Examiner Program, the licensing of all Canadian space stations (satellites) and for the Maritime Mobile Service Identifiers (MMSI).	SITT	\$600,000	\$5,000,000	2016-17 to 2018-19	Advance Contract Award Notice

Services > \$500K

Description	Sector	2016-17 Planned Cost	Total Planned Cost (5 years) ²⁰	Duration (FY to FY)	Procurement Strategy
<p><u>Spectrum Compliance Software and Equipment Planning Services</u></p> <p>The services of a Business Transformation Architect will support the hardware and software infrastructure replacement strategy for the Spectrum Monitoring Evolution Process.</p>	SITT	\$320,000	\$590,000	2016-17 to 2017-18	Competitive process using PSP Task-Based Informatics Professional Services (TBIPS) Supply Arrangement
<p><u>Cloud Computing Services - CRC</u></p> <p>Cloud services will provide the CRC with the high power computing resources necessary to deliver on its mandate to provide advice to the Department in support of sustainable management of spectrum.</p>	SITT	\$450,000	\$1,885,000	2016-17 to 2020-21	Various
<p><u>Grounds Maintenance and Snow Removal Services - CRC</u></p> <p>As custodian at Shirley's Bay, the Communications Research Centre is responsible for providing grounds keeping and snow removal services at the Campus. The cost of this contract is shared with Campus partners (other Government Departments) - CRC's portion is approximately 40%. The contract is expected to start on November 1, 2016.</p>	SITT	\$160,542	\$843,861	2016-17 to 2020-21	Open Bidding (GETS)
<p><u>Cleaning Services - CRC</u></p> <p>As custodian at Shirley's Bay, the Communications Research Centre is responsible for providing cleaning services. The cost of this contract is shared with Campus partners (other Government departments) - CRC's portion is approximately 36%. The contract is expected to start on December 1, 2016.</p>	SITT	\$278,600	\$1,479,125	2016-17 to 2021-22	Open Bidding (GETS)

²⁰ The Total Planned Cost includes the planned costs for 2016-17 to 2020-21. This total may differ from the total acquisition cost, as expenditures may have been incurred in fiscal years prior to 2016-17.

Description	Sector	2016-17 Planned Cost	Total Planned Cost (5 years) ²⁰	Duration (FY to FY)	Procurement Strategy
<u>Security Services - CRC</u> Covers annual contracts for commissionaire services for the Communications Research Centre. The cost of this contract is shared with Campus partners (other Government departments) – CRC's portion is approximately 38%. The contract start date was April 1, 2016.	SITT	\$350,000	\$1,720,000	2016-17 to 2020-21	Call-up Against a Standing Offer
<u>Spectrum Auction Services for the 700 and 2500 MHz Bands</u> 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	\$4,500	\$4,500 ²¹	2010-11 to 2016-17	Competitive Process
<u>Spectrum Auction Services for the 600 MHz Band Auction</u> Spectrum auction services including advisory services, the development of auction software, and involvement in the operation.	SITT	\$50,000	\$1,327,380	2016-17 to 2022-23	Open Bidding (GETS)
<u>Spectrum Auction Verification Services for the 600 MHz Band Auction</u> Verification of the 600 MHz auction software to ensure that the auction rules in the Licensing Framework for determining winning bidders and the prices they will pay was correctly implemented by the contractor and is reflected in the auction results.	SITT	\$0	\$500,000	2018-19 to 2019-20	Open Bidding (GETS)

²¹ In addition, \$2,559,292 was spent in previous years. A two-phase contract was issued to Power Auctions (PA) in December 2010, for auction design and advice, and development, implementation and operation of the 700 and 2500 MHz auctions. The projected total contract value is \$2,563,792.

Projects > \$500,000 – Active²²

Name / Description	Sector	2016-17 Planned Cost	Total Planned Investment Cost ²³	Duration	Stage ²⁴			Project Health		PCRA Score
					Initial	Mid-Year	Projected at End of Year	Cost	Schedule	
<u>Health and Safety (PRJ00015W)</u> This project includes various capital infrastructure investments on the CRC Campus.	SITT	\$11,108,900	\$37,047,391	January 2012 to January 2017	4	4	Completed	○	○	PCRA review by TBS is not required
<u>CRC Big Data Analytics Centre (formerly Spectrum Analytics Centre) (PRJ0001GB)</u> Design and build the new CRC Big Data Analytics Centre which will employ state of the art data visualization and analytic tools and capabilities to allow CRC to perform technical demonstrations and provide real time visualizations of spectrum use. The research enabled by the Centre will support more effective spectrum management and facilitate technology demonstrations to public and private partners.	SITT	\$1,297,816	\$1,635,066	April 2015 to September 2016	4	4	Completed	○	○	2
<u>Spectrum Applications Modernization-Commercial Software Implementation (PRJ000077)</u> The Spectrum Applications Modernization-Commercial Software Implementation (SAM-CSI) project was created to	SITT	\$0	\$46,403,824	April 2007 to June 2016	5	5	Completed	○	○	2

²² Project information is as reported in the ISED Departmental Project Portfolio Management Application (DPPM) as at August 15, 2016. The new threshold reflects July 21, 2016 Investment Board decisions.

²³ Planned Project Cost (Stage 3-5).

²⁴ Detailed information on the 5 stages of the Project Stage-Gate Process is available on the Departmental Project Management Office's intranet site:

http://icweb.ic.gc.ca/eic/site/709.nsf/eng/h_00004.html.

Name / Description	Sector	2016-17 Planned Cost	Total Planned Investment Cost ²³	Duration	Stage ²⁴			Project Health		PCRA Score
					Initial	Mid-Year	Projected at End of Year	Cost	Schedule	
replace aging IT applications so as to ensure the integrity of key functions in the Spectrum Management Program.										

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

Program: Science, Technology and Innovation Capacity

Services > \$500K

Description	Sector	2016-17 Planned Cost	Total Planned Cost (5 years) ²⁵	Duration (FY to FY)	Procurement Strategy
<u>Due Diligence, Audit and Reporting Contract for the Post-Secondary Institutions Strategic Investment Fund</u> Assistance of a third party contractor to carry out due diligence, audit and reporting functions related to the new program for the Strategic Investment Fund and provide recommendations to ensure the Department's processes are aligned with best practices.	SIS	\$650,000	\$2,000,000	2016-17 to 2018-19	Competitive process using Professional Audit Support Services (PASS) Supply Arrangement tool

²⁵ The Total Planned Cost includes the planned costs for 2016-17 to 2020-21. This total may differ from the total acquisition cost, as expenditures may have been incurred in fiscal years prior to 2016-17.

Program: Industrial Research and Development Financing

Services > \$500K

Description	Sector	2016-17 Planned Cost	Total Planned Cost (5 years) ²⁶	Duration (FY to FY)	Procurement Strategy
<u>Audit Contract for Audit Service Providers</u> Professional services to provide objective, independent advice and assurance on whether the terms and conditions of ITO, PCB, CCB and RRD contribution agreements have been adhered to.	SIS	\$1,000,000	\$5,000,000	2016-17 to 2020-21	RFP using the Professional Audit Support Services (PASS) Supply Arrangement (SA)

STRATEGIC OUTCOME 3: CANADIAN BUSINESSES AND COMMUNITIES ARE COMPETITIVE

Program: Small Business Research, Financing and Services

Services > \$500K²⁷

Description	Sector	2016-17 Planned Cost	Total Planned Cost (5 years) ²⁸	Duration (FY to FY)	Procurement Strategy
<u>Public Prosecution Services - CSBFP</u> Public prosecution services on files that have been referred to PPSC following RCMP investigations of alleged offences committed against the Canada Small Business Financing Program (CSBFP).	SBTMS	\$50,000	\$350,000	2016-17 to 2020-21	MOU with Public Prosecution Service of Canada (PPSC)

²⁶ The Total Planned Cost includes the planned costs for 2016-17 to 2020-21. This total may differ from the total acquisition cost, as expenditures may have been incurred in fiscal years prior to 2016-17.

²⁷ Starting in 2016-17, cost recovery items are not included in ISED's Investment Plan. They are listed for information purposes in the 2016-17 Corporate Plan Main Book.

²⁸ The Total Planned Cost includes the planned costs for 2016-17 to 2020-21. This total may differ from the total acquisition cost, as expenditures may have been incurred in fiscal years prior to 2016-17.

Description	Sector	2016-17 Planned Cost	Total Planned Cost (5 years) ²⁸	Duration (FY to FY)	Procurement Strategy
<u>Professional Services for the Digital Transformation Hub</u> Professional services to support commitment to improve the government's ability to interact digitally with business, lead digital transformation across the Department, and accelerate the government-wide adoption of the Business Number.	SITT	\$1,000,000	\$5,000,000	2016-17 to 2020-21	Existing traditional competitive procurement processes and alternative partnerships

Program: Industrial Competitiveness and Capacity

Services > \$500K

Description	Sector	2016-17 Planned Cost	Total Planned Cost (5 years) ²⁹	Duration (FY to FY)	Procurement Strategy
<u>Enhancing the analytical foundation supporting evidence-based decision-making under the Defence Procurement Strategy (DPS)</u> Professional services of a third-party organization for work such as the identification of key industrial priorities, the articulation of a long-term vision for a sustainable Canadian defence sector, and strategic information, intelligence, research, analysis and advice on an as and when requested basis to support the Government's development of approaches to leverage economic benefits from individual defence acquisitions.	IS	\$2,500,000	\$5,000,000	2015-16 to 2017-18	Traditional competitive

²⁹ The Total Planned Cost includes the planned costs for 2016-17 to 2020-21. This total may differ from the total acquisition cost, as expenditures may have been incurred in fiscal years prior to 2016-17.

Description	Sector	2016-17 Planned Cost	Total Planned Cost (5 years) ²⁹	Duration (FY to FY)	Procurement Strategy
<u>Targeted Analysis/Due Diligence of Automotive Supplier Innovation Program (ASIP) Project Proposals</u> Independent financial advisor suppliers will perform a financial, technical and business plan analysis of each of the applicant submissions to the ASIP on an as and when needed basis.	IS	\$339,000	\$904,000	2016-17 to 2019-20	RFP using the Professional Audit Support Services (PASS) Supply Arrangement tool

Projects > \$500,000 – Proposed³⁰

Name / Description	Sector	2016-17 Planned Cost	Total Planned Investment Cost ³¹	Duration	Stage ³²			Project Health		PCRA Score
					Initial	Mid-Year	Projected at End of Year	Cost	Schedule	
<p><u>Canadian Cluster Map Portal (PRJ0001KL)</u></p> <p>Budget 2016 announced the Government's intent to develop, in collaboration with provinces, territories, research institutions and other stakeholders, a nationwide Canadian Cluster Mapping portal. Industry Sector is conducting option analysis for the tool in collaboration with the provinces and territories. ISED is the lead department for the government's cluster and asset map work under the North American Competitiveness Workplan. The project is a commitment made with the United States and Mexico at the North American Leaders Summit (2016) to advance cluster and asset mapping in North America.</p>	IS	\$700,482	\$547,938 ³³	April 2016 to June 2018	2	2	4	○	○	PCRA review by TBS will be required.

³⁰ Project information is as reported in the ISED Departmental Project Portfolio Management Application (DPPM) as at August 15, 2016. The new threshold reflects July 21, 2016 Investment Board decisions.

³¹ Total Investment Cost is often reported for proposed projects (stage 1 and 2) instead of Planned Project Cost. Total Investment Costs may include non-project costs, such as ongoing costs and stage 2 costs. They are not the same as Total Planned Project costs.

³² Detailed information on the 5 stages of the Project Gate-Gate Process is available on the Departmental Project Management Office's intranet site:

http://icweb.ic.gc.ca/eic/site/709.nsf/eng/h_00004.html.

³³ In this case, corresponds to Stage 3-5 Planned Project Cost.

Program: Community Economic Development

Projects > \$500,000 – Active³⁴

Name / Description	Sector	2016-17 Planned Cost	Total Planned Project Cost ³⁵	Duration	Stage ³⁶			Project Health		PCRA Score
					Initial	Mid-Year	Projected at End of Year	Cost	Schedule	
<u>FedNor Client and Office Management Solution (COMS) (PRJ000033)</u> 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.	SPS	\$148,500	\$960,537	June 2010 to December 2016	4	5	Completed	○	○	PCRA review by TBS is not required.

³⁴ Project information is as reported in the ISED Departmental Project Portfolio Management Application (DPPM) as at August 15, 2016. The new threshold reflects July 21, 2016 Investment Board decisions.

³⁵ Planned Project Cost (Stage 3-5).

³⁶ Detailed information on the 5 stages of the Project Sate-Gate Process is available on the Departmental Project Management Office's intranet site:

http://icweb.ic.gc.ca/eic/site/709.nsf/eng/h_00004.html.

INTERNAL SERVICES

Assets > \$500K

Description	Sector	2016-17 Planned Cost	Total Planned Cost (5 years) ³⁷	Duration (FY to FY)	Procurement Strategy
<u>IFMS Licence and Program Office fees</u> Annual licensing fees for the Department's Integrated Financial and Materiel System (IFMS). It also includes the IFMS Program Office fees that support the Government of Canada SAP cluster.	CMS	\$ 585,700	\$2,969,564	2016-17 to 2020-21	Memorandum of Understanding with PSPC
<u>Factiva</u> Annual renewal of Factiva a major commercial electronic new web-based service used in the Department for media monitoring and research.	CIO	\$270,564	\$1,352,820	2016-17 to 2020-21	Requisition to PSPC who will decide on the best procurement approach
<u>Microsoft Enterprise Agreement</u> New purchases of Microsoft software and Microsoft software renewals.	CIO	\$188 000	\$940 000	2016-17 to 2020-21	Requisition to PSPC who will decide on the best procurement approach
<u>Departmental Desktops/Laptops</u> Annual evergreening of desktops and laptops	CIO	\$3,000,000	\$15,000,000	2016-17 to 2020-21	Requisition to PSPC

³⁷ The Total Planned Cost includes the planned costs for 2016-17 to 2020-21. This total may differ from the total acquisition cost, as expenditures may have been incurred in fiscal years prior to 2016-17.

Services > \$500K

Description	Sector	2016-17 Planned Cost	Total Planned Cost (5 years) ³⁸	Duration (FY to FY)	Procurement Strategy
<u>Audit Services</u> Professional services to conduct audits, or tasks related to audits.	AEB	\$346,333	\$1,731,665	2016-17 to 2020-21	Open Bidding/Task Authorization against internal supply arrangement using the Professional Audit Support Services (PASS) Supply Arrangement tool
<u>Security Services for ISED</u> Covers annual contracts for commissionaire services for ISED offices.	CMS	\$1,129,650	\$5,928,659	2016-17 to 2020-21	Call-up against NMSO
<u>Employee Assistance Program</u> Covers annual costs for the Employee Assistance Program for ISED employees and family.	CMS	\$252,564	\$1,123,476	2016-17 to 2020-21	Interdepartmental Letter of Agreement
<u>IT Professional Services for Help Desk Specialists</u> Professional services to hire resources to support the provision of Service Desk and Desktop Support Services to ISED employees across Canada.	CIO	\$1,500,000 ³⁹	\$7,500,000 ⁴⁰	2016-17 to 2020-21	Task-Based Informatics Professional Services (TBIPS)

³⁸ The Total Planned Cost includes the planned costs for 2016-17 to 2020-21. This total may differ from the total acquisition cost, as expenditures may have been incurred in fiscal years prior to 2016-17.

³⁹ The planned cost for this year is \$1,500,000 of which approximately 3.95% is cost-recovered from FedDev Ontario, the Office of the Commissioner of Lobbying of Canada, and the Copyright Board of Canada.

⁴⁰ The planned cost for over the next five years is \$7,500,000 of which approximately 3.95% is cost-recovered from FedDev Ontario, the Office of the Commissioner of Lobbying of Canada, and the Copyright Board of Canada.

Description	Sector	2016-17 Planned Cost	Total Planned Cost (5 years) ³⁸	Duration (FY to FY)	Procurement Strategy
<u>GCHRMS Maintenance and Support</u> Annual maintenance, cluster fees and support.	CIO	\$395 500	\$1 977 500	2016-17 to 2020-21	Requisition to PSPC who will decide on the best procurement approach
<u>MS Premier Support and Maintenance</u> The renewal of this contract will provide ISED with ongoing technical support services to address operational requirements.	CIO	\$172,800	\$864,000	2016-17 to 2020-21	Requisition to PSPC who will decide on the best procurement approach
<u>IBM Cognos</u> Annual software maintenance renewal	CIO	\$126 808	\$634 040	2016-17 to 2020-21	Requisition to PSPC who will decide on the best procurement approach

Projects > \$500,000 – Active⁴¹

Name / Description	Sector	2016-17 Planned Cost	Total Planned Project Cost ⁴²	Duration	Stage ⁴³			Project Health		PCRA Score
					Initial	Mid-Year	Projected at End of Year	Cost	Schedule	
<u>Business Intelligence and Analytics – Sub-Project 2 (PRJ0001GK)</u> Implement the second phase of Master Data Management corporate wide and additional	CIO	\$2,020,254	\$2,440,741	April 2016 to October 2018	2	3	TBD	○	○	2





⁴¹ Project information is as reported in the ISED Departmental Project Portfolio Management Application (DPPM) as at August 15, 2016. The new threshold reflects July 21, 2016 Investment Board decisions.

⁴² Planned Project Cost (Stage 3-5).

⁴³ Detailed information on the 5 stages of the Project State-Gate Process is available on the Departmental Project Management Office's intranet site:

http://icweb.ic.gc.ca/eic/site/709.nsf/eng/h_00004.html.

Name / Description	Sector	2016-17 Planned Cost	Total Planned Project Cost ⁴²	Duration	Stage ⁴³			Project Health		PCRA Score
					Initial	Mid-Year	Projected at End of Year	Cost	Schedule	
Business Intelligence and Analytics capabilities that align with the 5 year roadmap.										
<u>Business Intelligence and Analytics – MDM – Sub-Project 1 (PRJ0001GE)</u> Implementation of Business Intelligence and Analytics capabilities to improve corporate-level decision making supported by centrally managed corporate data enabled via a Master Data Management framework and Reference Data Management while implementing a strong Data Governance Program.	CIO	\$1,965,228	\$3,535,477	November 2014 to May 2017	3	4	5	○	○	2
<u>Data Centre Consolidation / Workload Migration (WLM) (PRJ000191)</u> This Shared Services Canada 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 ISED, all business applications will be assessed and categorized; then, migration planning and implementation will be performed.	CIO	\$710,000	\$2,353,584	April 2013 to March 2020	3	3	TBD	○	⦿	2

Name / Description	Sector	2016-17 Planned Cost	Total Planned Project Cost ⁴²	Duration	Stage ⁴³			Project Health		PCRA Score
					Initial	Mid-Year	Projected at End of Year	Cost	Schedule	
<u>Client and Case Management Solution (Cluster) CCMS (PRJ00019F)</u> Numerous ISED 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 as issues or matters) in a similar shared and transparent manner. To meet this need a cluster was created to procure and establish a Centre of Expertise for deployment of Case Management Solutions within the department.	CIO	\$25,000	\$1,406,200	January 2011 to November 2016	4	5	Completed			n/a
<u>GCDocs (PRJ00018V):</u> The GCDocs project is the implementation of the GC standard for Electronic Document and Records Management repository for the storage, search and management of unstructured	CIO	\$3,717,392	\$8,709,551	December 2012 to September 2017	4	4	TBD			2

⁴⁴ There have been delays from SSC in delivering the GCDocs technical environment, delays in finalizing the target folder structure for HR and Finance as well as delays related to the readiness and use of the migration tool.

Name / Description	Sector	2016-17 Planned Cost	Total Planned Project Cost ⁴²	Duration	Stage ⁴³			Project Health		PCRA Score
					Initial	Mid-Year	Projected at End of Year	Cost	Schedule	
information. This initiative will enable ISED to comply with the TBS Directive on Records Management while providing the capability to replace legacy shared drives and support user collaboration.										
<u>ISED Identity Management (IdM) (PRJ000040)</u> This project addresses known risks with the current ISED Registration system and provides services required to protect sensitive client accounts and personal information.	CIO	\$0	\$616,734 (Total Approved Project Cost at Gate 5)	April 2014 to May 2016	5	Completed May 2016		n/a	n/a	n/a
<u>Printer Optimization – Phase II (PRJ000045)</u> Project to revitalize print environment, reduce costs, improve customer satisfaction and end user productivity.	CIO	\$0	\$566,000 (Total Approved Project Cost at Gate 5)	June 2008 to June 2016	5	Completed June 2016		n/a	n/a	n/a
<u>Email Transformation Initiative (ETI) (PRJ000170):</u> Shared Services Canada is implementing a consolidated email system for the GC. This ISED-ETI project includes all the activities required to successfully prepare to migrate current ISED email services to the new SSC email service.	CIO	\$50,500	\$1,944,523	June 2013 to October 2016	5	5	Completed	○	○	n/a

Name / Description	Sector	2016-17 Planned Cost	Total Planned Project Cost ⁴²	Duration	Stage ⁴³			Project Health		PCRA Score
					Initial	Mid-Year	Projected at End of Year	Cost	Schedule	
<u>Government of Canada (GC) Web Renewal Initiative (PRJ0001CF)</u> TBS is leading a government-wide initiative to consolidate all 1500 GC websites to one website: Canada.ca. ISED has been designated as the theme lead for three major sections of the website: the Business and industry section, the Money and finance section and the Science and innovation section.	CMB	\$1,552,601	\$3,191,351	March 2014 to January 31, 2018	4	4	TBD	○	○	2
<u>National Accommodation Strategy (NAS) (PRJ00017G)</u> NAS to reduce ISED's office accommodations across the country to meet GC space saving targets announced in April 2012.	CMS	\$3,082,000	\$18,285,679	April 2012 to March 2020	4	4	4	○	○	2 (59%)
<u>On-boarding to My GCHR (GC HRMS v9.1) (PRJ00016U)</u> This project involves transitioning from ISED HRMS (PeopleSoft) version 8.9 to a GC single instance of PeopleSoft version 9.1, now named My GCHR. Instead of hosting our own ISED system, this standardized GC system will be centrally hosted (by SSC or PSPC) and accessed by many departments / agencies.	CMS	\$704,765	\$1,426,705	April 2015 to October 2016	4	5	Completed	○	○	2

Name / Description	Sector	2016-17 Planned Cost	Total Planned Project Cost ⁴²	Duration	Stage ⁴³			Project Health		PCRA Score
					Initial	Mid-Year	Projected at End of Year	Cost	Schedule	
<u>Web Interoperability (PRJ00018U)</u> Implementation of the TBS Standard on Web Interoperability.	CMB	\$0	\$1,830,192	January 2013 to September 2016	5	5	Completed	○	○	2
<u>Web Renewal and Accessibility (PRJ00012I)</u> Implementation of the new Web Standard on Accessibility.	CMB	\$0	\$2,238,536	April 2011 to September 2016	5	5	Completed	○	○	n/a

ANNEX 3: 2016-17 CORPORATE RISK ACTION PLANS

STRATEGIC OUTCOME 1: THE CANADIAN MARKETPLACE IS EFFICIENT AND COMPETITIVE

Category: Reputational and Stakeholder Expectations			
Risk Owner	Risk Rating		
Senior ADM, Spectrum, Information Technologies and Telecommunications (SITT)			
Risk Statement	Initial	Mid-Year	Projected at End of Year
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.		

2016-17 Action Plan	Key Milestones	Status ⁴⁵		
		Initial	Mid-Year	Projected at End of Year
Dedicate resources to the most pressing situations, ensuring that the critical files are moved forward.	Develop transition plan(s) jointly with the FCC for users of the 600 MHz band following the end of the U.S. Incentive Auction that began March 29, 2016: <ul style="list-style-type: none"> The U.S Incentive Auction is still in progress. As such, work on the transition plan is ongoing. 			
	The Radio Standards Specification for the update of the radio equipment standards to enable the use of Multi-Use Radio Service-like devices in Canada was published in August 2016.		<input checked="" type="checkbox"/>	
Options that are transparent and within the Department's authority will be considered in order to expedite spectrum availability.	Public consultation on a multi-year spectrum release plan that takes into account spectrum demand study, technological advances, and international activities is planned for early 2017. It will assist the Department in its spectrum planning priorities/activities.			
	Public Safety Canada and ISED are currently conducting stakeholder engagements which will lead to a recommendation on a governance structure for the Public Safety Broadband Network by current fiscal year end. At that time, ISED will launch consultations on the use of 700 MHz public safety spectrum (Band 14) and publish policy decisions in 2017-18.			







⁴⁵ Status Legend




In Progress:
Actions with an expected date of completion.

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


Ongoing:
Actions that will continue indefinitely.







Category: Capital Infrastructure and Investments

Risk Owner		Risk Rating		
Senior ADM, Spectrum, Information Technologies and Telecommunications (SITT)				
Risk Statement		Initial	Mid-Year	Projected at End of Year
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, ISED 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.				
2016-17 Action Plan	Key Milestones	Status ⁴⁵		
		Initial	Mid-Year	Projected at End of Year
Continue to implement any actions resulting from the Health and Safety Portfolio of Projects (H&S Projects), as well as items linked to the portfolio from Budget 2014 and 2016 federal infrastructure funds. Actions resulting in footprint reduction will help reduce the liability.	The CRC Health and Safety Portfolio of Projects plan was internally funded and launched in June of 2012.	<input checked="" type="checkbox"/>		
	The Health and Safety Portfolio of Projects was expanded by seven new projects, funded through the Federal Infrastructure Initiative in Budget 2016; the timeline for completion has been extended to March 31, 2018.			
	Changeover from centralized heating and elimination of the requirement for a central heating plant: <ul style="list-style-type: none"> Dependencies on the heating plant will be eliminated as of March 31, 2018, once the new, independent heating, ventilation, and air conditioning system is installed. 			

	<ul style="list-style-type: none"> The elimination of the central heating plant has been postponed to accommodate campus partners. 			
	<p>Reduce the footprint of CRC buildings by over 6,000 m²:</p> <ul style="list-style-type: none"> The CRC's footprint reduction will continue until March 2018, when all the current Health and Safety projects will be completed. 			













Category: Capital Infrastructure and Investments			
Risk Owner	Risk Rating		
Senior ADM, Spectrum, Information Technologies and Telecommunications (SITT)	Initial	Mid-Year	Projected at End of Year
Risk Statement	Medium	<input checked="" type="checkbox"/>	
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.			
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			
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.			

2016-17 Action Plan	Key Milestones	Status ⁴⁵		
		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).	The project includes 3 major releases: Pilot, Release 1 and Release 2 The Pilot was successfully launched in May 2014. The project is currently in Release 1.	<input checked="" type="checkbox"/>		
	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"/>		
	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 reviewer's reports from October 2013 and February 2015.	Necessary resources were retained to ensure project success. A deployment plan was developed that includes organizational 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.	<input checked="" type="checkbox"/>		
Close out the SAM-CSI Project and facilitate transition from project to program in 2016-17.	The SAM-CSI Project closed out at the end of financial year 2015-2016, having delivered on all objectives and within budget. The project close-out report was presented to IOC on September 8, 2016.		<input checked="" type="checkbox"/>	




Category: Reputational and Stakeholder Expectations				
Risk Owner		Risk Rating		
ADM, Industry Sector (IS)		Initial	Mid-Year	Projected at End of Year
Risk Statement				
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	Low
Impact				
Levels of investment (capital and technology) required to support growth and innovation in the Canadian economy may not be maximized.				
Drivers				
Potential investors may be influenced by intangible factors such as perception of investment openness. Additional risk may arise due to strict confidentiality provisions in the Act, which prohibit detailed public explanation of decisions. Thus, each decision is subject to external commentary that may not be informed, which may not reflect the reality of the Canadian investment climate, may be communicated to foreign investors, including those interested in energy, telecommunications and other key sectors of the economy.				
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. For the first time, in July 2016, detailed information on the national security provisions of the Act were published in an Annual Report on the administration of the Act. 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 Global Affairs Canada (GAC), are also significant in mitigating this risk. Investment Review works with GAC, 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.				
2016-17 Action Plan	Key Milestones	Status ⁴⁵		
		Initial	Mid-Year	Projected at End of Year
Timely processing of foreign investment notifications and applications for review.	Continue timely processing of foreign investment notifications and applications for review filed by foreign investors under the Investment Canada Act.			
Conduct outreach activities with advisors for foreign investors to explain Canada's framework for promoting trade and investment while advancing Canada's interests.	Continue outreach activities with advisors for foreign investors to explain Canada's framework for promoting trade and investment, including the Investment Canada Act, while at the same time advancing Canada's interests.			



















Regulatory changes that were previously announced with respect to the thresholds that will apply for the net benefit review under the <i>Investment Canada Act</i> .	<i>Regulations amending the Investment Canada Regulations</i> were published in the <i>Canada Gazette</i> , Part II, on March 25, 2015 and in force since April 24, 2015.	<input checked="" type="checkbox"/>		
--	---	-------------------------------------	--	--




Category: Capital Infrastructure and Investments			
Risk Owner	Risk Rating		
Commissioner of Patents, CIPO			
Risk Statement	Initial	Mid-Year	Projected at End of Year
There is a risk that, given the significant investment and efforts required, CIPO will be unable to modernize its IT systems in a timely manner, resulting in continued dependence on legacy systems, which could negatively impact CIPO's ability to serve its clients and deliver on its operational commitments.	Medium-High	Medium-High	Medium-High
Impact			
Continued dependency on increasingly unstable legacy systems. Cost of maintaining and modernizing legacy systems increases as our dependency is extended. CIPO's reputation and credibility with clients and in the international IPO community is diminished.			
Drivers			
<ul style="list-style-type: none"> • The complexity, stability and age of legacy systems. • <i>2014 Budget Implementation Act</i> commitments (C-43, C-31) for implementation of IP treaties have created organizational prioritization issues for both CIPO and CIO which have delayed the IT Modernization Program. • <i>2015 Budget Implementation Act</i> (C-59) commitment has created additional organizational prioritization issues, consequently re-allocating existing CIO and CIPO resources away from the IT Modernization program. • Resource modelling of ITM projects has shown significant capacity shortages for several required roles. Specifically, insufficient IT Project Managers, other technical IT roles, project-level support staff, as well as Line of Business subject matter experts. • CIPO solutions options are bound by prescribed Government of Canada enterprise solutions and ISED-CIO/Shared Service Canada service. The deployment of CIPO projects are also significantly affected by Government of Canada and other broader departmental initiatives. 			

Mitigation Strategy				
<p>Establish a strong Program Management Team within both CIPO and CIO, and acquire the necessary IT resources to pursue CIPO ITM projects, GoC/departmental projects, and legislative projects, while ensuring upkeep of existing systems.</p> <p>Ensure strong coordination between IT Modernization and Legislative Projects to ensure completion in prioritized manner.</p> <p>CIO and CIPO to complete an integrated Program Plan to ensure alignment and undertaking activities with one critical path.</p> <p>Ensure existing CIPO legacy systems are supported and adequately maintained while new solutions are being built, procured and/or implemented.</p> <p>Provide regular progress updates on ITM to priority stakeholders for continual buy-in and feedback.</p> <p>Ensure sufficient resources to pursue both legislative and ITM projects in a prioritized and coordinated manner with CIO.</p> <p>Partnership with International IPOs for creative sourcing solutions.</p>				
2016-17 Action Plan	Key Milestones	Status ⁴⁵		
		Initial	Mid-Year	Projected at End of Year
<p>Finalize key program artefacts for successful program delivery, including:</p> <ul style="list-style-type: none"> • CIO sourcing strategy • IT Modernization Blueprint • IT Modernization Program Business Case • IT Modernization Program Plan 	<p>A CIO sourcing strategy was developed and reviewed (Q1 2016)</p> <p>The IT modernization blueprint was completed and approved in Q1 2016.</p> <p>The ITM program business case has been prepared and is currently under review, for approval in Q3.</p> <p>The ITM program plan has been prepared and is currently under review, for approval in Q3.</p>			
Complete CIPO/CIO Integrated Program Plan	An integrated CIPO/CIO program plan is developed and currently under review, planned for Q3 delivery.			
Maintain legacy system while developing new capabilities and solutions.	Legacy systems are being maintained and being managed through CIPOs JIRA process.			
Leverage efforts of other IPOs to advance CIPO's modern IT infrastructure, such as a modern IP Case and Workflow solution.	As part of the IP Case and Workflow project, the Trademarks branch is currently assessing and evaluating the WIPO software to determine its viability for use at CIPO			

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



Category: Program Design and Delivery				
Risk Owners		Risk Rating		
ADM, Science and Innovation Sector ADM, Industry Sector		Initial	Mid-Year	Projected at End of Year
Risk Statement		Medium	Medium	Medium
In light of their inherent complexity and of evolving market conditions, there is a risk that disbursements under some of ISED's programs to support R&D may be slower than anticipated and expected benefits may not be realized.				
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 ISED 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.				
2016-17 Action Plan	Key Milestones	Status ⁴⁵		
		Initial	Mid-Year	Projected at Year End
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.	ITO staff are attending industry events and carrying out other activities identified in the 2016-17 Outreach Plan. Some of the activities include attending the Aerospace, Defence & Security Expo (ADSE) in Abbotsford, the Canadian Defence Security and Aerospace Exhibition Atlantic (DEFSEC) 2016 in Halifax, and Canada's Global Defence and Security Trade Show (CANSEC) 2016 in Ottawa as well as targeted outreach to specific companies in those regions.			

<p>Review R&D programs to ensure effectiveness and relevance.</p>	<p>An evaluation of the SADI program is underway. The focus of the evaluation is to review the relevance, performance and efficiency of the program.</p> <p>The TDP Advisory Committee continues to meet to review the program's Terms and Conditions and provide recommendations or updates, when necessary.</p> <p>The AIF team continues to collect data necessary to report against program outputs. The Automotive and Transportation Industries Branch (ATIB) continues to adhere to the AIF Risk Framework.</p>			
<p>Maintain the Industrial Technologies Office's (ITO) sound stewardship by utilizing performance measurement, audit and evaluation frameworks to ensure programs are able to react to challenges and exploit opportunities.</p> <p>Incent future program uptake by publishing program success stories and demonstrating sound and timely program delivery capability transparently.</p> <p>Support the work of the 2016-17 internal audit of SADI and respond to and implement any recommendations.</p>	<p>All SADI contribution agreements include project-specific objectives and anticipated outcomes and benefits information.</p> <p>As per the SADI Performance Measurement Strategy, recipient firms submitted Annual Project Benefits Reports used to track and report on program performance.</p>			
	<p>ITO is in the processes of reviewing and updating its reporting commitments to provide MINO and DMO with more relevant program information.</p> <p>All Annual Project Benefits Reports have been collected and data is being compiled and analyzed for various reporting products such as the 2015-16 Program Highlights Report.</p>			
	<p>The 2014-15 SADI Program Highlights Report has been published and preliminary work has begun towards a final 2015-16 Report.</p>			
	<p>The program audit of SADI will be completed in 2016-17.</p>			
<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.</p>	<p>ISED participates in various conferences and association meetings and undertakes bilateral engagement activities with companies across the country. ATIB officials attend events where major announcements are made.</p>			

<p>Implement recommendations from the 2014 Fall Report of the Auditor General of Canada, Chapter 5.- .Government Support for the Automotive Sector – ISED.</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's new Policy on Results and with ISED's Five-Year Strategic Evaluation Plan.</p> <p>Industry Sector's AIF team continues to collect data necessary to report against program outputs. ATIB continues to adhere to the AIF Risk Framework.</p>			
--	--	---	---	---

<p>Category: Reputational and Stakeholder Expectations</p>			
<p>Risk Owners</p>	<p style="text-align: center;">Risk Rating</p>		
<ul style="list-style-type: none"> • ADM, Strategic Policy Sector • Shared risk for all Sector Heads 			
<p>Risk Statement</p>	<p style="text-align: center;">Initial</p>	<p style="text-align: center;">Mid-Year</p>	<p style="text-align: center;">Projected at End of Year</p>
<p>There is a risk that the Inclusive Innovation Agenda may not meet the expectations of stakeholders should action and progress be perceived as too slow or of insufficient scale.⁴⁶</p>	<p style="text-align: center;">n/a</p>	<p style="text-align: center;">n/a</p>	<p style="text-align: center;">TBD at End of Year Update</p>
<p>Impact</p>			
<p>Reduces immediate and long-term outcomes and benefits of the Inclusive Innovation Agenda related to skills development, emerging technology and global science and growing companies and accelerating clean growth.</p>			
<p>Drivers</p>			
<p>Canada's past drivers of growth – specifically rising labour force participation rate in the 1980s, North American trade integration in the 1990s and high global commodity prices in the 2000s –no longer provide the same lift for increasing Canadians' standard of living and expanding our middle class. This is compounded by a global economy that sees Canada, along with its peers, mired in low growth. The Inclusive Innovation Agenda will be an ambitious people-centred and partnership-driven approach to build Canada as a centre for global innovation within this new economic outlook.</p>			

⁴⁶ While this corporate risk is integrated here in the Corporate Plan structure, it is recognized that the development of a new Inclusive Innovation Agenda is central to ISED's efforts to provide effective support for Canada's innovative businesses, researchers and entrepreneurs and is a core priority across all strategic outcomes.

Mitigation Strategy				
The Inclusive Innovation Agenda will be a transformative people-centred and partnership-driven approach to strengthening Canada's innovation system and that results in the development of a Canadian economy ready and able to thrive in the 21st Century. It will focus on three priority areas: People – developing Canadian talent and the workforce of tomorrow; Technologies – fostering leading-edge technologies across the economy and global science excellence; and Companies – growing world-class companies and accelerating clean growth. These three priority areas were validated during the summer long engagement process on the Inclusive Innovation Agenda and reflect input from experts, corporate leaders, and engaged citizens.				
2016-17 Action Plan	Key Milestones	Status ⁴⁵		
		Initial	Mid-Year	Projected at End of Year
To clearly communicate how the Inclusive Innovation Agenda will grow Canada's middle class through the support of innovation activities throughout all sectors in Canada.	Updated Action Plan and status information will be provided at the time of the end of year Update.	n/a		

STRATEGIC OUTCOME 3: CANADIAN BUSINESSES AND COMMUNITIES ARE COMPETITIVE

Category: Reputational and Stakeholder Expectations			
Risk Owner	Risk Rating		
ADM, Industry Sector	Initial	Mid-Year	Projected at End of Year
Risk Statement			
There is a risk that ISED's policy and program 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	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, working with other Departments and Governments, 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.

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. As a result, the Sector is moving to a more flexible and adaptable workforce, with cross-sector knowledge to respond to shifting priorities.

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.

2016-17 Action Plan	Key Milestones	Status ⁴⁵		
		Initial	Mid-Year	Projected at End of Year
Improve quality of policy work generated by the Industry Sector.	Held numerous discussions on topics relevant to the policy community in IS including the budget measures, clusters, innovation policy and technology.			
	A report on the Policy Community Project was submitted to the Clerk of the Privy Council on July 29, 2016. The Report to the Clerk represents both a culmination of the Policy Community Project team's efforts and a possible way forward for the Project. It is expected that the co-champions for the Policy Community Project will provide an update once they receive the Clerk's feedback.		<input checked="" type="checkbox"/>	
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.	Implementing in-house training offerings, based on needs identified by employees and managers, to develop skills and further the knowledge of employees at all levels. Training includes basic technical skills, specialized technical skills, soft skills, and subject matter related to Departmental priorities.			
	Monitored participation in training to identify areas of improvement in quality, subject matter, and breadth of offering. Solicited feedback on past and planned courses to tailor training plan and address possible challenges to attendance.			
	In collaboration with Global Affairs Canada, deployed an officer for a short term assignment in Chicago to facilitate the development of a business-to-business program with local Original Equipment Manufacturers (OEMs) for Canadian companies participating in the International Manufacturing Technologies Show (IMTS) 2016 in Chicago.			

Leverage departmental development programs and expertise of other ISED sectors.	Providing ongoing support to EC and CO cadres of IS through tailored career progression programs. Ensuring IS is represented at departmental decision-making tables related to common competencies.			
	<p>Informal assignments (from across IS and broader department) were used to support leadership of the interdepartmental Policy Community Project; report to Clerk of the Privy Council was completed in July 2016.</p> <p>The Industry Sector worked closely with ITO on investment attraction opportunities including a new product mandate with Bell Helicopter Textron and a greenfield opportunity with Mecachrome.</p> <p>The Automotive and Transportation Industries Branch (ATIB) within the Industry Sector has used micro-assignment initiatives and other alternative work arrangements to meet a variety of staffing needs, such as temporarily filling positions of employees on short-term leave, and teleworking arrangements.</p> <p>The Industry Sector supports individuals who would like to gain other expertise and skills through the micro-assignment initiative to share and acquire experience.</p>			
	<p>The Manufacturing and Life Sciences Branch within the Industry Sector has established a structure to support tiger team formation to advance the budget 2016 commitment on Innovation Networks and Clusters.</p> <p>The Sector continues to work closely with ITO on SADI and TDP proposals.</p> <p>The Sector has an interdepartmental team to coordinate the AirShow activity each year.</p> <p>ATIB will collaborate on policy initiatives led by other departments; in particular, those that link to the Government of Canada's Inclusive Innovation Agenda and that support the interests of Canada's automotive industry. This work will include engagement with Natural Resources Canada; Environment and Climate Change Canada; Transport Canada; and Global Affairs Canada.</p> <p>The ITB Branch engages with multiple stakeholders at the interdepartmental/departmental level on a frequent basis during which discussions on various procurements occur. This results in the formulation of procurement strategies and application of IRB/ITB policies.</p>			

Category: Reputational and Stakeholder Expectations			
Risk Owner	Risk Rating		
Senior ADM, Spectrum, Information Technologies and Telecommunications (SITT)			
Risk Statement	Initial	Mid-Year	Projected at End of Year
There is a risk that availability and quality of e-services / e-enabled services will not meet the expected outcomes of Canadian businesses.	Medium-Low	Medium-Low	Medium-Low
Impact			
<p>Quality and availability of e-services / e-enabled does not meet the expectations of Canadian Businesses.</p> <p>Administrative burden on Canadian businesses would remain unchanged, reducing the time available for more productive or innovative activities to grow their business or participate in the digital economy.</p> <p>Digitizing customer transactions intended to unlock a range of productivity and efficiency benefits for government, would fail.</p> <p>Canada could be perceived as lagging behind other countries, regarding e-government service delivery.</p>			
Drivers			
<ul style="list-style-type: none"> • High profile of the service delivery portfolio (TBS mandate letter commitment; ISED Minister's speaking notes to 2015 Canadian Aerospace Summit; the creation of an innovation agenda that will clearly articulate our policies and make important investments that will help businesses invest, diversify, innovate and export so that they can create jobs and wealth; Budget 2015). • Businesses expect technology-enabled, fully integrated service delivery that meets their needs (22nd Annual Report to the Prime Minister on the Public Service of Canada). • The requirements of the TB Policy on Service, including implementation of a multi-year departmental service management strategy • The development and use of a standard methodology to identify and report on the costs of their delivery channels to support decision making in response to the OAG 2013 Fall Report (Chapter 2 – Access to Online Services). • Canada's international ranking in e-government services is declining. 			
Mitigation Strategy			
<p>In order to mitigate the risk, the Chief Digital Office (CDO) will consult with Canadian businesses, stakeholders and partners throughout the life-cycle of the Initiative to ensure a client-focused and collaborative approach to the planning and implementation of digital transformations that will improve the availability and quality of ISED e-services as well as the client experience.</p>			













2016-17 Action Plan	Key Milestones	Status ⁴⁵		
		Initial	Mid-Year	Projected at End of Year
Creation of CDO role and the Digital Transformation Hub (DTH).	The CDO and DTH role in evolving GC digital services is communicated internally within ISED.	<input checked="" type="checkbox"/>		
Appropriate resourcing.	The complement of staff in the Digital Transformation Hub has grown to 15 people, the majority of whom are on assignments or secondments. The risk will remain until the organization can be stabilized.	➡	➡	➡
The development of a coherent service to business strategy and action plan to advance the Service to Business and Digital Transformation Agendas at ISED and to ensure alignment with the requirements of the Treasury Board Policy on Service.	Development of a departmental Service Management Strategy, per TB Policy on Service.	➡	➡	<input checked="" type="checkbox"/>
Creation of a Digital Transformation Roadmap to align the various digital transformations under a single umbrella.	First draft of the Digital Transformation Roadmap has been developed and presented to stakeholders at the working level as well as to senior management (Associate DM). The development of an implementation plan is currently under way. The Digital Transformation Roadmap has been incorporated into the Service Management Strategy.	➡	➡	<input checked="" type="checkbox"/>
The deployment of at least 2 digital transformation proofs of concept to reduce the administrative burden for businesses interacting with government and to improve the client experience (e.g., "Tell us once" approach).	Partnerships have been established with CRA and early adopters of the Business Number (i.e., Canadian Food Inspection Agency, Environment and Climate Change Canada, Economic and Social Development Canada and Innovation, Science and Development Canada) to advance the use of the Business Number for validation purposes. Also, formal partnerships with Corporations Canada, Nova Scotia, Ontario and Quebec have been formalized in the development of the Business Registry Search Pilot. Additional partnerships are currently being explored with the province of Ontario and the city of Toronto on an expedited start-up pilot for opening a restaurant.	➡	➡	➡













INTERNAL SERVICES

Category: Program Design and Delivery			
Risk Owners ⁴⁷	Risk Rating		
	Initial	Mid-Year	Projected at year end
<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			
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	Medium	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	<p>The Department holds large amounts of sensitive information, including: Cabinet confidences, information on Canadian businesses and their strategies, data in insolvency filings, 3rd party financial information, and documents associated with federal-provincial relations that are attractive to foreign governments, media, and outside groups.</p> <p>Increase in sophisticated Federal Government-level attacks (e.g., Advanced Persistent Threats (APT)), and internal (Innovation, Science and Economic Development) security and data breaches.</p> <p>Increase in sensitive information being transferred between the Department and users by electronic means.</p> <p>Limited employee awareness to recognize proper IM and security processes relative to handling, transmitting, storing, and destroying protected & classified information.</p> <p>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.</p> <p>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.</p>		

⁴⁷ 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.
















Mitigation Strategy					
To mitigate this risk, ISED 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.					
2016-17 Action Plan	Key Milestones	Status ⁴⁵			
		Initial	Mid-Year	Projected at End of Year	
Corporate Management Sector					
Ensure continued alignment of departmental security governance structures with the TBS Policy on Government Security (PGS).	The semi-annual reporting has been conducted 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 plan to support the establishment of departmental Security Administrative Investigation procedures and supporting products and tools.	The Administrative Investigation Procedures Guide 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. An annual security incident report is developed to identify trends and assess whether further preventive measures should be in place.				
Continue to manage the Canadian Top Secret Network (CTSN) for the secure transmission and analysis of Top Secret and sensitive intelligence.	Individual in-house training is provided to new users as new accounts are created. A CSE training session is coordinated annually for new users and refreshers have been offered on multiple occasions.				
Continue to enhance security awareness across the Department through the Innovation, Science and Economic Development Security Awareness Program.	Security awareness sessions are delivered on a bimonthly 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. Many security travel briefings have been delivered as required to employees travelling internationally.				
Enhance physical security safeguards.	Over 95% of Building Physical Security Assessment (BPSA) recommendations have been implemented. Only one regional office is pending and is planned for completion by the end of the fiscal year.				
	ISED has a sweeps program in place to ensure compliance with safeguarding requirements. The program is being reviewed to improve results.				




Chief Information Office				
<p>Implement a formal Security Assessment and Authorization Process.</p>	<p>The ISED Information Technology Security Guidance ITSG-33 adoption Roadmap has been developed and documented. As of April 1st 2016 the IT Security Risk management program has transitioned from the traditional Certification and Accreditation process to the Security Assessment and authorization approach as prescribed within CSE's ITSG-33. This new approach promotes the security-by-design concept by identifying business needs for security (confidentiality, integrity and availability) through the development of a Statement of sensitivity along with the development of a security control profile for each system which identifies the required security controls in order to mitigate against threats.</p> <p>ISED will be meeting with CSE Subject Matter Experts in October to seek input on the development of the ISED departmental threat assessment.</p>			
<p>Enhance ISED's Active Defense Capabilities (Prevention, Detection, Response and Recovery):</p> <p>develop a project plan to improve the IT Security Awareness Program;</p> <p>improve Vulnerability Management;</p> <p>increase capability to detect potential security incidents in a timely manner to minimize damage and reduce recovery time and costs.</p>	<p>Security awareness sessions continue to be offered on a bi-monthly basis both in person and through Webex. Travel security briefings are also provided to individuals prior to international travel and IT Security participates in the new employee orientation sessions organized by HR.</p> <p>A series of communications through IC Weekly newsletter is planned for the month of October to highlight CyberSecurity awareness month. The focus of this awareness campaign is keeping Canadians safe online (part of the GoC IT Security Strategy) and seeks to promote the getcybersafe.ca as a tool to keep abreast of security best practices</p>			
	<p>IT Security is currently working with the CIO's Enterprise Solutions Directorate to leverage the ISED corporate Business Intelligences solution. This would allow IT Security to develop security performance through the correlation of information from various IT Systems and automate the production of performance reports</p>			
	<p>IT Security is currently conducting a proof of concepts of an automated vulnerability notification service. Although the GC Computer Incident Response Team (GC-CIRT) does provide this information, it does so for all software products. The goal of the proof of concept is to determine whether the solution enables IT Security to effectively cut through the noise of vulnerability assessment to focus on vulnerabilities for only products which are deployed within the environment.</p> <p>ISED IT Security continues to work actively with GC-CIRT to respond to any reported suspicious activity detected on the ISED network.</p>			

	ISED IT Security continues to collaborate with SSC on resources to ensure availability of ISED services. ISED IT Security is seeking input from SSC Vulnerability Management Services group with regards to obtaining a summary of vulnerability reports of the assessments conducted against ISED infrastructure			
Launch a GCDOCS project to implement a common tool for all employees to store, share, find and control access to documents they need.	The GCDOCS Project (PRJ00018V) was delayed due to delays in infrastructure delivery and migration tool issues. Issues have been resolved and the first onboarding will be initiated in September, with progressive iterative onboarding from that point onwards.			
<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. 	<ul style="list-style-type: none"> Clean up activities are encouraged to continue in sectors as preparation for GCDOCS deployment. An IMFS Community of Practice (CoP) has been established since June 2016. In addition, IMFS roles and roles and responsibilities were presented to DGMAC in May 2016 and approved. It was agreed that an IMFS, or employee with IM functions would be appointed by either an ADM (for Sector-level IMFS that will attend the IMFS CoP) or DG (for Business Unit's). IM guidance and training materials on how and where to save information have also been finalized and published. Both address current shared drive and future GCDOCS environments. 			
	<ul style="list-style-type: none"> IM Governance Framework review and proposed strategies are currently underway. Deliverables are due in October 2016. 			

Category: Program Design and Delivery Risks			
Risk Owner	Risk Rating		
Chief Information Officer, Chief Information Office Sector (CIO)	Initial	Mid-Year	Projected at year end
Risk Statement			
There is a risk that the Department's priority IT-enabled investments will be delayed by insufficient access to GC enterprise capacity and resources ⁴⁸ .	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, ISED 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 ISED-driven business and IT transformation initiatives are also underway (e.g. SIIT, OSB, and 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 ISED 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, ISED developed a new project ranking framework to assist with the prioritization of projects within its diverse project portfolio. The 2016-17 Departmental Project Investment Planning process will guide project prioritization and investment decisions.		

⁴⁸ The risk statement has been modified in the action plan to reflect the amended wording endorsed by Departmental Management Committee on October 14, 2015.

2016-17 Action Plan	Key Milestones	Status ⁴⁵		
		Initial	Mid-Year	Projected at End of Year
Develop 2017-22 departmental Project Investment Plan.	<p>Project portfolio was approved at Investment Board at the January and May 2016 meetings. Project information was subsequently used in the 2016-17 ISED Corporate Plan (which integrates the 2016-17 to 2020-21 ISED Investment Plan) and 2016-19 ISED IT Plan.</p> <p>Project portfolio information was provided for the mid-year revision of the ISED Corporate Plan.</p>			
Update Department's IM/IT Strategy in alignment with other GC and ISED strategic initiatives (e.g., Workplace 2.0).	IM/IT Strategy update is in progress. Awaiting release of TBS Enterprise IM Strategy in Q2 to ensure alignment with GC direction.			
	Continue work with sectors to document business processes as part of the ongoing Business Capability Mapping (BCM) initiative: Information gathering for SITT is well underway and expected to be completed this year.			
Develop 2016-19 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.	<p>ISED 2016-19 IT Plan was submitted to TBS in July 2016 following the completion of departmental planning.</p> <p>Mid-year update of the IT Plan is in progress and will be submitted to TBS by October 1, 2016.</p> <p>ISED is an active member in the TBS-led IT Plan Tiger Team, which is seeking ways to improve IT planning at GoC.</p>			
Continue to improve the new project portfolio management framework to aid with the management of the Department's project investment portfolio and the balancing of the ISED and GC-driven project sub-portfolios.	<p>The framework was used for 2016-2021 investment planning and continues to be evolved based on feedback and lessons learned.</p> <p>As well, ISED is an active member in the TBS-led IT Plan Tiger Team, which has as one of its deliverables a project prioritization framework that can be used across GoC.</p> <p>In 2016-17, significant elements of the IT Plan data are being incorporated into DPPM (i.e. SSC services required and costing; and GC Project Prioritization questions, where possible).</p>			

<p>Maintain regular contact with Shared Services Canada (SSC) and continue to share planning information.</p>	<p>Weekly SSC-ISED relationship meetings and continued regular executive partnership touch points are being held.</p> <p>SSC continues participation at the CIO Work Oversight Management Committee meetings. In addition, SSC has been represented at the department's Investment Board (as an observer) and at Bi-weekly Business Intake meetings being held with executive representation from ISED and SSC.</p>			
---	---	---	---	---

<p>Category: Human Resources Management</p>			
<p>Risk Owners</p>	<p style="text-align: center;">Risk Rating</p>		
<ul style="list-style-type: none"> Assistant Deputy Minister, Corporate Management Sector (CMS) Shared risk for all Sector Heads 			
<p>Risk Statement</p>	<p style="text-align: center;">Initial</p>	<p style="text-align: center;">Mid-Year</p>	<p style="text-align: center;">Projected at End of Year</p>
<p>There is a risk that the Department will fail to capitalize on the opportunity for culture change through the implementation of Innovation 2020.</p>	<p style="text-align: center;">Medium</p>	<p style="text-align: center;">Medium</p>	<p style="text-align: center;">Medium</p>
<p>Impact</p>			
<p>If ISED is unable to hire and develop its people to achieve a flexible workforce, the Department could face difficulties achieving its mandate.</p>			
<p>Drivers</p>			
<p>Complexity of the management agenda supporting Blueprint 2020. Upcoming collective bargaining negotiations. Implementation of new technologies.</p>			
<p>Mitigation Strategy</p>			
<p>To mitigate this risk, ISED 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 ISED corporate priorities/activities, and to engage them in shaping the future.</p>			

2016-17 Action Plan	Key Milestones	Status ⁴⁵		
		Initial	Mid-Year	Projected at End of Year
Support continued monitoring, refinement, and communication of the Innovation 2020 framework for the ISED management agenda for culture change.	Work has begun on the development of a performance measurement framework for Innovation 2020. Discussions on a logic model have started and expanded consultations with sectors will take place in the fall. Options for performance indicators will also be elaborated and discussed in the fall, with the view of presenting a proposal for senior management approval by year end.	➡	➡	➡
	CMB, in collaboration with CMS and the ISED Managers' Community will be launching an internal web portal for Innovation 2020 in October 2016. This portal allows for ISED employees to have an online dialogue with each other and with the Canadian public about their progress in realizing the Innovation 2020 agenda. Self-serve online tools such as the ISED wiki are leveraged by this portal so that employees can learn and share strategies, tools and success stories related to Innovation 2020 and the ISED Managers Community's "Change One Thing" campaign. A more comprehensive engagement plan to build an online community of Innovation 2020 champions and practitioners within ISED is currently in the works.	➡	➡	➡
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.	The collaborative effort between the Human Resources Branch and ISED Managers' Community resulted in a successful launch and implementation of the departmental Short-term Experience Program (STEP). Simultaneously, ISED supported the TBS Micro-missions pilot project. Twelve articles/emails were sent to encourage the use of the program and five information sessions were given to sectors and Interconnex. <ul style="list-style-type: none"> • 27 STEP opportunities were available to ISED employees, including 10 virtual opportunities allowing for regional participation • 6 micro-mission assignments (3 of those were virtual) <p>On September 26, 2016, STEP migrated its intranet-based platform to the GCconnex platform used by the TBS Micro-missions program. The platform has automated features that further facilitate the matching process, including the ability to open assignments to all the public service or to restrict to ISED only.</p>	➡	➡	➡
	The departmental Job Shadowing Program is scheduled to roll-out in Q4.	➡	➡	➡

	<p>The 2015-16 Post-Secondary Recruitment exercise for the EC Development Program was completed in June 2016 resulting in 36 candidates placed in a pre-qualified pool from which 6 have been appointed.</p> <p>All managers of EC employees were sent a message from the ADM, CMS on July 18, 2016 to advise of PSR pool of EC candidates and encourage its use as part of departmental renewal and streamlined staffing efforts.</p>	➔	☑	
	<p>An EC Development Program promotion exercise was conducted in May 2016, with 10 candidates advancing from EC-02 to EC-04 and 10 advancing from EC-04 to EC-05.</p> <p>The next promotion exercise is planned for the third quarter of 2016-17.</p>	➔	↻	↻
	<p>EC-06 to EC-08 standardized Job competency profiles, Statements of Merit Criteria and associated generic job descriptions are being prepared for EC Management Committee approval by the end of 2016-17.</p>	➔	➔	➔
<p>Ensure that there is recent graduate recruitment to keep ideas and enthusiasm fresh and for the longer term.</p>	<p>In an email sent on July 18, 2016, all managers of EC employees were advised of the availability of the department's</p> <p>EC-02 Post-Secondary Recruitment pool.</p> <p>Articles were posted on ISED Central to provide managers with information regarding available pools and inventories:</p> <ul style="list-style-type: none"> • May 20, 2016 – article on Public Service-wide and ISED pools. • May 18, 2016 – article on the Public Service Commission Post-Secondary Recruitment inventories and the Recruitment of Policy Leaders pools. <p>ISED has submitted an EC-02 Career Choice request to the Public Service Commission, in September 2016, for posting as part of the 2016-17 PSR exercise.</p>	➔	➔	➔
	<p>ISED continues to participate as an "early adopter" for Public Service Commission initiatives, which have entered a second phase focusing on pools, advertisements, priority administration, and streamlined and innovative recruitments. This includes consideration of more targeted strategies to post opportunities and attract candidates.</p> <p>In June 2016, ISED's EC Management Committee approved an EC Student Recruitment Approach, which includes use of a targeted 2016 Federal Student Work Experience Program (FSWEP) campaign, exploring an EC student co-op hiring approach, defining a standardized EC student job competency profile, and exploring potential common learning and development needs.</p> <p>Work is underway with the Competition Bureau to create a development program for paralegals.</p>	➔	➔	➔

	<p>Discussions are underway with the PSC to initiate ISED FSWEP by January 2017.</p> <p>Several articles were posted on ISED Central to provide managers with information regarding student hiring:</p> <ul style="list-style-type: none"> • May 10, 2016 – Article of the various options available to hire students (Federal Student Work Experience Program, Coop and Research affiliate Program) as well as bridging. • August 26, 2016 – Reminder to managers to start thinking about Coop students for the winter. <p>ISED is piloting targeted student recruitment with the following groups:</p> <ul style="list-style-type: none"> • Coop fall 2016 – SITT (ENG), HRB (PE). • Coop winter 2017 – SBTMS (TI). • FSWEP winter 2017 – SITT (ENG), ISED-Wide (EC) 			
--	---	--	--	--

ANNEX 4: ISED INVESTMENT PLAN PERFORMANCE MEASUREMENT STRATEGY FOR THE 2016-17 TO 2018-19 PERIOD

Expected Result	Indicator	Target	Date to Achieve Target	Data Source	Frequency of Data Collection
ISED staff engaged in investment planning are aware of their roles and responsibilities under the ISED 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
ISED staff engaged in investment planning comply with the requirements of the 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 2015-16 to 2019-20 Investment Plan.	100%	End of FY 2015-16	RODs / Minutes	Annually
ISED'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

