



# Strategic Outcome #1

THE CANADIAN MARKETPLACE IS  
EFFICIENT AND COMPETITIVE

## CORPORATE PRIORITIES IN 2016-17

- Increase high-speed broadband coverage and keep Canada at the leading edge of the digital economy (e.g. **repurpose the 600 MHz spectrum band** from broadcasting to commercial mobile services)
- Advance effective, modern marketplace frameworks (e.g. **Modernize Canada's IP framework** through redtape reduction and alignment with international practices)
- Support Canada's participation in trade agreements (e.g. Advance work related to the implementation of the **Canada and European Union Comprehensive Economic and Trade Agreement**)

## \$ MAJOR PLANNED INVESTMENTS IN 2016-17

Assets

\$ 5.9M

- Fleet acquisition and replacement
- Machinery and equipment
- Research Software Renewal

Services

\$ 29.6M

- Spectrum Auction Services
- Internal Trade Barriers Index
- Required services such as Accommodations, IT, Legal and HR services

Projects

\$ 31.6M

- CIPO Modernization Projects
- OSB Trustee Licensing
- Modernization of spectrum applications
- Health & Safety

## Risk Mitigation Strategies

- Maintain a multi-year spectrum release plan and review resourcing requirements to implement it.
- Continue to apply the CRC annual capital contribution for campus improvements to projects that represent the highest liability for the Department.
- Ensure the existing spectrum IT systems are supported and maintained adequately while a new system is being implemented.
- Consistently apply the *Investment Canada Act* to enable more effective outreach with key stakeholders and to help engage the investor community in a manner that welcomes foreign investment.
- Establish a strong Program Management Team in CIPO and CIO to acquire IT resources to pursue CIPO ITM projects, GC/departmental projects and legislative projects.

## Human Resources Strategies

- Participating in the Public Service Commission 2016 Post Secondary Recruitment campaign to increase the visibility of entry level inspector position opportunities in Measurement Canada and establish pre-qualified pools for use by managers nationally.
  - Developing CIPO's Strategic HR Plan and notably addressing the need for new IT-enabled business capabilities.



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## Strategic Outcome #2

ADVANCEMENTS IN SCIENCE AND TECHNOLOGY, KNOWLEDGE, AND INNOVATION STRENGTHEN THE CANADIAN ECONOMY



### CORPORATE PRIORITIES IN 2016-17

- Enhance knowledge and innovation infrastructure (e.g. **strengthening innovation networks and clusters** and supporting the new \$2 billion **Post-Secondary Institutions Strategic Investment Fund**)
- Support world-class science and research (e.g. implement investments announced in **Budget 2016** that will provide additional support to world-class researchers and institutions, such as launching a **Digital Research Infrastructure strategy**, funding to **Mitacs** and new contribution agreements to organization like **Genome Canada** and the **Stem Cell Network**)
- Enhance economic growth (e.g. continue to administer the **Strategic Aerospace and Defence Initiative** program which supports research and development activities of Canadian companies)
- Promote clean technology and clean growth (e.g. support the **Pan-Canadian Plan on Clean Growth and Climate Change**)

### FINANCIAL OVERVIEW

The Department works with the private sector, industry associations, academia and all levels of government to foster an environment that is conducive to innovation, scientific excellence and industrial competitiveness. Most spending to foster the knowledge-based economy takes the form of grants and contributions to key industrial sectors and institutions.

ITEM	2016-17 (000s)
Planned Operating	20,307
Planned Capital	-
Planned Grants and Contributions	649,426
<b>TOTAL</b>	<b>669,733</b>

### Risk Mitigation Strategy

The Inclusive Innovation Agenda will be a transformative people-centred and partnership-driven approach to strengthening Canada's innovation system resulting 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.

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## Strategic Outcome #3 CANADIAN BUSINESSES AND COMMUNITIES ARE COMPETITIVE

### CORPORATE PRIORITIES IN 2016-17

- Support business growth (e.g. work with provinces, research institutions and other stakeholders to develop a nationwide **Canada Cluster Mapping Portal**  
Increase high-speed broadband coverage and keep Canada at the leading edge of the digital economy (e.g. **Connecting Canadians** program and **extending and enhancing broadband service**)
- Enhance economic growth (e.g. define, shape and support the **development of forward-looking strategies for the space, marine strategies for the space, marine and defence industries**)
- Enhance program alignment to support SMEs (e.g. explore **BizPal enhancement opportunities**)
- Develop and implement a new **Service Strategy** (e.g. **Business Number Initiative**)

### Risk Mitigation Strategies

- Work with government and private sector stakeholders to identify lever in order to marshal a response to a crisis in a key economic sector.
- Consult with Canadian business, stakeholders and partners throughout the life-cycle of the digital services 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.

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### \$ MAJOR PLANNED INVESTMENTS IN 2016-17

Services

\$ 3.9M

- Support evidence-based decision-making under the Defence Procurement Strategy
- Professional Services for the Digital Transformation Hub

Projects

\$ 1.6M

- Canadian Cluster Map
- The FedNor Client and Office Management Solution

### Human Resources Strategies

- The ITB Branch has hired employees through the EC-02 recruitment program to help increase its analytical capacity.
- ITB is in the process of hiring other candidates using progression programs, bridging mechanisms, and collaborating with other Branches to staff positions.
- Recruitment will occur in the Connecting Canadians Branch to support the program as it develops.





# Internal Services



## CORPORATE PRIORITIES IN 2016-17

- Encourage employee development through **Short Term Experience Program, Interchange Canada** and **Job shadowing programs**
- Continue implementation of the **EC Development Program**
- Encourage enterprise-wide approaches to **employee recruitment and development**
- **Align staffing regime** to comply with changes to the PSC policy, delegation and oversight framework
- Continue implementation of the Respectful, Healthy and Inclusive Workplace approach toolkit
- Promote a **culture of inclusiveness**
- Develop and implement a **departmental mental health strategy**

## \$ MAJOR PLANNED INVESTMENTS IN 2016-17

Assets

\$ 4.0M

- Factiva
- IFMS Licence and Program Office Fees
- Departmental Desktops/Laptops

Services

\$ 4.8M

- IT Professional Services
- Security Services
- Audit Services
- Employee Assistance Program

Projects

\$ 14.6M

- Business Intelligence and Analytics Project
- Data Centre Consolidation/Workload Migration
- GCDOCS
- National Accommodations Strategy
- Government of Canada Web Renewal

## Risk Mitigation Strategies

- ISED has adopted a two-pronged strategy, maximizing the impact of the Departmental Security Program and leveraging major IT investments to improve information management awareness and practices across the Department.
- Direct Departmental IT investments and activities to areas that best align with the business priorities of the Department and Government of Canada.
- Implement department-wide people management strategies, processes and tools to manage the change to Innovation 2020.

## Human Resources Strategies

- Engaged professional resources to support Open Government deliverables.
- HRB staff have received training on 'Improving the Client Experience' and strategic HR management
- ISED has replaced 14 staffing policy instruments with a single, 5-page staffing policy



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