



2018-19 CORPORATE PLAN

COMPANION DOCUMENT -
ANNEX 1: INFORMATION BY PROGRAM



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Annex 1: Information by Program

Annex 1 provides additional information for each of ISED's 25 programs under the Departmental Results Framework, which was approved by Treasury Board in October 2017. The more detailed planning highlights complement the information provided in the Corporate Plan Overview. The program descriptions align with the Program Inventory submitted to Treasury Board. Details on programs' planned milestones were gathered in late fall 2017 through the departmental Integrated Planning and Reporting (IPR) process and adjusted to integrate Budget 2018 announcements. In addition to planned major deliverables for 2018–19, the IPR template asked sectors to provide – if applicable – program-specific risks or human resource challenges. The latter two sections were optional and are therefore not systematically included for each program in the 2018–19 Corporate Plan. These and other elements of ISED's integrated business planning process are being reviewed for the 2019–20 cycle.



Bridging Digital Divides

Digital Transformation Service Sector (DTSS)

This program **ensures communities across Canada are connected, digitally engaged** and economically diverse. It is responsible for maintaining current **maps of broadband coverage across Canada** and for supporting the **extension of broadband infrastructure in underserved areas**. The program also supports **digital connectivity, tools and skills development for underserved and under-represented people**, including those with low-incomes, rural and remote households, seniors, people with disabilities, youth and Indigenous people. In addition, it **refurbishes computers donated** from government, private business and individuals for use by schools, libraries, registered not-for-profit organizations and Indigenous communities.

2018–19 KEY MAJOR DELIVERABLES

Canada has a highly skilled workforce that is equipped for jobs in an innovative and high-growth economy	Planned Timing	Status
Implement the Accessible Technology Program :		
<ul style="list-style-type: none"> Up to ten new technology development projects are supported by the Program by March 31, 2019 	Q4	○
<ul style="list-style-type: none"> These projects will include collaborations with up to 20 for-profit organizations, not-for-profit organizations or research institutes by March 31, 2019, in order to scale up capacity to develop technology solutions that support persons with disabilities and allow them to participate in the digital economy 	Q4	○
Implement the new Digital Literacy Exchange program launched February 19, 2018 to provide Canadians who are under-represented in the digital economy with improved access to digital literacy training. Participants in the program will consist of a minimum of 9% of persons with disabilities, 7% of Indigenous People, 15% who do not speak English at home, 25% who have not completed high school and 17% who are seniors (aged 65 years or older):		
<ul style="list-style-type: none"> Review applications received during the intake period which ended March 30, 2018 	Q4	○
<ul style="list-style-type: none"> Negotiate contribution agreements with the successful applicants and prepare public announcements of projects 	Q4	○
Better understand how Canadians use digital technology:		
<ul style="list-style-type: none"> Undertake the Canadian Internet Use Survey 2018 	Q3-Q4	○
<ul style="list-style-type: none"> Undertake a fast-track module to the labour Force Survey targeting Canadian households that do not have access to the internet at home 	Q3-Q4	○
<ul style="list-style-type: none"> Launch the design of the Survey of Digital Technology and Internet Use 2019 	Q3-Q4	○
Support the creation of green jobs through the Technical Work Experience Program (TWEP) :		
<ul style="list-style-type: none"> 210 TWEP interns per year (including those from underrepresented groups) receive practical work experience 	Q4	○
<ul style="list-style-type: none"> Target of 90% annually of youth interns who report that participating in the program improved their soft skills 	Q4	○
<ul style="list-style-type: none"> Target of 90% annually of youth interns indicating internships furthered their digital skills and experience 	Q4	○
<ul style="list-style-type: none"> Target of 60% annually of youth interns finding employment, including self-employed 	Q4	○

Canadian communities are connected to and use digital infrastructure	Planned Timing	Status
Implement the Connecting Families initiative to help service providers offer low-cost home Internet packages to eligible low-income families: <ul style="list-style-type: none"> Four Internet Service Providers participating in the Connecting Families initiative by March 31, 2019 43 % of low-income Canadian households (as defined by Statistics Canada's Low-Income Measure) are eligible to access the offerings through the single-window online portal that will be launched in fall 2018 	Q4	
	Q4	
Continue to negotiate funding agreements and administer and monitor projects supported through Connect to Innovate (CTI) .	Q4	
Continue administration and monitoring of projects supported in the last year of the five-year (2014-19) Connecting Canadians Program (CCP) <ul style="list-style-type: none"> Measure program progress and results against the program's key performance indicators and support the program evaluation Close program in winter 2019 	Q4	
	Q4	
+ Budget 2018 Continue to implement the Computers for Schools (CFS) program: <ul style="list-style-type: none"> 72,000 surplus computers per year are refurbished and distributed (including to low-income households, schools, non-profit organizations, remote communities, etc.) Budget 2018 announced renewal of funding for the next five years 	Q4	
	Q4	



PROGRAM RISKS

The risk of low uptake for some of the new programs by target populations could result in fewer Canadians being served than originally expected. As a mitigation measure, program agreements will include detailed reporting requirements. Ongoing program management activities will ensure corrective action is taken, as required, to meet objectives.



PROGRAM HR CHALLENGES

RETENTION

The majority of transfer programs have temporary funding. In this context, challenges may arise in the final years of program delivery as **employees look to find more permanent placements because the programs are sun-setting**.

Impact on deliverables/organization

- The program may not be able to recruit and retain the resources and skill sets required to meet the cyclical workload requirements (e.g. calls for proposals generate significant increased workload).

Strategies

- Hire new graduates through bridging and the Post-Secondary Recruitment Program.
- Work with the DTSS HR Business Partner and HR Branch on an initiative to attract, recruit, and develop digital talent.

Monitoring and Measuring

- Biannual status update on the number of students bridged or planned bridging.
- Increased participation in collective staffing processes for in-demand positions.

Status 



Talent Development

Industry Sector (IS) with support from Science and Research Sector (SRS) and Digital Transformation Service Sector (DTSS)

This program **engages stakeholders, conducts analysis and develops policy advice** related to talent development. It **administers contribution agreements** to support **youth engagement in science, technology, engineering and math (STEM)**, provides opportunities for **skills development through training, youth internships, and research and development-based work-integrated learning**. It also **administers the Prime Minister Awards** to honour and promote Canada's most outstanding educators and share their innovative and proven teaching practices. The program delivery is guided by the overarching goals of **diversity and inclusion, including gender equity**. The program oversees the effective implementation of **CanCode, Digital Skills for Youth, Let's Talk Science, and Mitacs**.

2018–19 KEY MAJOR DELIVERABLES

Canada has a highly skilled workforce that is equipped for jobs in an innovative and high-growth economy	Planned Timing	Status
Continue to implement the CanCode program, which provides educational opportunities for coding and digital skills development to Canadian youth, including underrepresented groups, from kindergarten to grade 12: <ul style="list-style-type: none"> Doubling the original target of 500,000, to more than 1 million Canadian youth (K-12) and providing teachers with access to coding and digital skills learning opportunities through the CanCode Program by March 2019 	Q4	
Undertake monthly engagement with Employment and Social Development Canada and other government departments, as appropriate, to support collaboration and a whole-of-government approach to addressing issues in respect of talent and skills , including relevant existing and potential new programming, data, gaps and perceived gaps, and the role of government.	Q1-Q4	
Undertake regular engagement with for-profit and industry organizations, not-for-profit organizations, academic and training organizations, and individual firms on issues such as talent and skills needs, gaps and perceived gaps, and data.	Ongoing	
Recognize teaching excellence through the distribution of awards in spring 2018 under the Prime Minister's Awards .	Q1	



Consumer Affairs

Small Business, Tourism and Marketplace Services (SBTMS)

This program supports policy development and contributes to **intergovernmental harmonization of consumer protection rules**, both nationally and internationally (through, for example, the **federal, provincial and territorial Consumer Measures Committee** and the **Organization for Economic Co-operation and Development**). The Program also identifies important consumer issues, and develops and disseminates **consumer information and awareness tools**. The program **works with consumer groups and delivers financial support** to strengthen the consumer's role in the marketplace through the promotion of timely and sound research and analysis.

2018–19 KEY MAJOR DELIVERABLES

Canadian communities are connected to and use digital infrastructure	Planned Timing	Status
Build evidence on consumer issues for policy making and administer contribution agreements resulting from the 2018–19 application process for the Contribution Program for Non-Profit Consumer and Voluntary Organizations , which included the consumer interest in the electronic marketplace as a topic of interest (e.g. digital rights and responsibilities and the use of digital media for buying and comparison shopping).	Ongoing	
Continue to explore ways to promote, improve and modernize the Contribution Program for Non-Profit Consumer and Voluntary Organizations to improve its effectiveness.	TBD	
Support provincial and territorial (PT) negotiations towards a modernized and improved Internet Sales Contract Harmonization Template (ISCHT) : <ul style="list-style-type: none"> Once PTs have approved the consultations document, facilitate and launch a public consultation to engage stakeholders in the ISCHT modernization 	Q4	
Review and update consumer information for the Fightspam.gc.ca, the Consumer Measures Committee sites, and more generally on the Office of Consumer Affairs (OCA) website.	Ongoing	



PROGRAM HR CHALLENGES

STAFFING AND RECRUITMENT

Over the past year, more than 75% of the program's positions have been vacant. These higher than usual vacancy rates are due to a combination of retirements, maternity leave, extended sick leaves, as well as the unusual high tenure of previous employees.

Impact on deliverables/organization

- Ability to successfully deliver on developing recommendations to modernize the Contributions Program for Non-Profit Consumer and Voluntary Organizations would be compromised if additional staffing does not take place in a timely manner.

Strategies

- Work with the sector's HR Business Partner to plan the use of the right mix of staffing processes to expedite hiring for vacant positions to meet business objectives.

Monitoring and Measuring

- SBTMS HR Planning and Corporate Services analyst acts as a liaison between HRB and OCA, and collaborates on monitoring vacancies and staffing processes.

Status



Economic Development in Northern Ontario

Strategy and Innovation Policy Sector (SIPS)

Through FedNor, this program promotes economic development and diversification, job creation, and sustainable, self-reliant communities in Northern Ontario. This is achieved by **providing transfer payments to small- and medium-sized enterprises and not-for-profit organizations**, including municipalities, municipal organizations, community development organizations and research institutions, in the following priority areas: community economic development, business growth and competitiveness, and innovation.

2018–19 KEY MAJOR DELIVERABLES

Canada has a highly skilled workforce that is equipped for jobs in an innovative and high-growth economy	Planned Timing	Status
Develop and launch the Prosperity and Growth Strategy for Northern Ontario to address the challenges and opportunities unique to Northern Ontario, in alignment with Canada's Innovations and Skills Plan and ISED's priorities for Regional Development Agencies (RDAs): <ul style="list-style-type: none"> • Launch strategy in spring 2018 • Undertake implementation of short- to medium-term action items • Provide oversight on the implementation of the strategy and report quarterly on progress 	Q1 Ongoing Q1-Q4	
Collaborate with RDAs on the development of initiatives and strategies , such as through the Indigenous Economic Growth RDA Committee, in support of the Ministerial mandate letter commitment to make strategic investments that build on competitive regional advantages.	Ongoing	



PROGRAM HR CHALLENGES

STAFFING AND RECRUITMENT

Higher than usual unanticipated departures and new government priorities identified in 2017–18 require FedNor to quickly **staff key technical positions** (i.e. program delivery CO positions). However, it is difficult to recruit staff due to increased competition for talent with other Government of Canada organizations and the Province of Ontario, as well as challenges to attract talent willing to relocate to Northern Ontario.

Impact on deliverables/organization

- Delays in resourcing positions with skilled individuals raises risks on the ability to deliver the program, as well as adding to employee turnover stress and workload.

Strategies

- Work with the new HRB team focusing on talent acquisition to brand SIPS and tailor recruitment efforts to meet the sector's need for highly specialized skills (e.g. outreach to private sector and targeted programs at universities).

Monitoring and Measuring

- Monthly analysis and reporting on SIPS's workforce and financial outlook (e.g. attrition, FTE forecasting, planned staffing).

Status



Entrepreneurship Policy

Small Business, Tourism and Marketplace Services (SBTMS)

This program provides **support to Canadian entrepreneurs who would not typically be supported by traditional lending institutions**, and other business support services. The program **engages with diverse groups, including women, youth and Indigenous People**, and works to ensure that Canada's economic development and innovation policies and programs reflect their needs. It also **promotes co-operatives** as an important business model that advances sustainable and inclusive growth. The program works to **strengthen Canada's social enterprise community**, which includes federal and provincial partners, the academic community and Canadian social enterprise practitioners.

2018–19 KEY MAJOR DELIVERABLES

Canada's entrepreneurs represent all segments of Canadian society	Planned Timing	Status
+ Budget 2018 Support the delivery of Canada's first Women Entrepreneurship Strategy , a comprehensive approach to better support women entrepreneurs, help them grow their businesses and remove barriers to their success: <ul style="list-style-type: none"> • Work with regional development agencies to implement Budget 2018 investment into networks that support women entrepreneurs through locally designed solutions and finance the efforts of women entrepreneurs to scale and grow their businesses • Establish and administer a competitive process for third-party proposals to accelerate the accumulation and dissemination of knowledge, data and best practices for women entrepreneurs 	Ongoing	
Support Futurpreneur Canada to provide business supports to young entrepreneurs: <ul style="list-style-type: none"> • 1,440 young entrepreneurs access mentorship opportunities by March 31, 2019 	Q4	



Innovation Superclusters Initiative

Innovation Canada Sector (ICS)

This program promotes the growth of **Canadian innovation networks and clusters**. The program **supports five industry-driven consortia** charged with developing and executing a strategic plan to build an advantage for their cluster to reinforce Canada's sectors of strength. The program supports technology projects by **incentivizing research and development, increasing private sector and academic/public research institution collaboration, and driving commercialization of new technologies and products**. The program seeks to enable the **growth of innovative small firms and attached supply chain members**, as well as attract new investors and production mandates.

2018–19 KEY MAJOR DELIVERABLES

World-leading superclusters are grown in Canada Canadian businesses invest more in research and development (R&D)	Planned Timing	Status
Continue to implement the Innovation Superclusters Initiative (ISI) :		
<ul style="list-style-type: none"> Following the selections announced on February 15, 2018 and the signing of the contribution agreement with the Department, funded entities are generally expected to begin the roll out of their Supercluster Strategy and to launch calls for project proposals or other key initiatives by the end of 2018–19 	Q4	
<ul style="list-style-type: none"> Target of fifteen private sector firms per funded entity participating in the ISI by March 2019, including five small companies with fewer than 100 employees 	Q4	



PROGRAM RISKS

As the program will be disbursing funds to an entity that will manage contributions from industry and ISED, there is a risk that in **certain clusters the entity may be unable to fully ensure or collect the eligible matching requirement from industry**. This could lead the government to disburse fewer funds than intended within the five-year timeframe and impact program results. To mitigate this risk, ISED has ensured that the chosen clusters have demonstrated strong capacity to secure industry matching. It will conduct further due diligence prior to signing the contribution agreements. The specific mechanics for how funding will be received by the entities will be clearly explained and each supercluster will have the opportunity to bring on other firms to ensure the industry match is sustained.



Higher Education Sector Science and Research

Science and Research Sector (SRS)

This program supports **research and development activities in the post-secondary sector**; consults and **collaborates with various stakeholders** such as universities and colleges, the granting councils, other science-based departments and agencies, and the private sector; and **develops and administers strategic contribution agreements with stakeholder organizations**. The program delivery is guided by the overarching goals of **diversity and inclusion, including gender equity**. The program includes the following transfer payments: **Canada Foundation for Innovation, CANARIE Inc., Genome Canada, Perimeter Institute for Theoretical Physics, Post-Secondary Institutions Strategic Investment Fund, Centre for Drug Research and Development, Stem Cell Network, Institute for Quantum Computing, Canadian Institute for Advanced Research, Council of Canadian Academies, and Pierre Elliot Trudeau Foundation**.

2018–19 KEY MAJOR DELIVERABLES

Canada has a world-leading research capacity	Planned Timing	Status
<p>+ Budget 2018 Implement a Digital Research Infrastructure Strategy that will deliver more open and equitable access to advanced computing and big data resources to researchers across Canada:</p> <ul style="list-style-type: none"> Support the Minister of Science in work with interested stakeholders, including provinces, territories and universities, to develop the strategy, including how to incorporate the roles currently played by the Canada Foundation for Innovation, Compute Canada and CANARIE, to provide for more streamlined access for Canadian researchers Obtain Cabinet approval of a Digital Research Infrastructure Strategy by March 2019 	<p>Q4</p> <p>Q4</p>	<p>○</p> <p>○</p>
<p>+ Budget 2018 Advise on and manage the implementation of ongoing, stable funding to the Canada Foundation for Innovation, to allow the Foundation to provide access to cutting-edge research tools for about 17,500 researchers and 27,000 students and post-doctoral fellows every year, including increased support to Canada's nationally important research facilities through the Foundation's Major Science Initiatives Fund.</p>	<p>Ongoing</p>	<p>○</p>
<p>+ Budget 2018 Support implementation of new investments in the federal granting councils for: fundamental research to better support the next generation of Canadian researchers through Canada's granting councils and research institutes; a new tri-council fund to support research that is international, interdisciplinary, fast-breaking and/or higher-risk; leading early career researchers through the Canada Research Chairs program; necessary space and support at universities to undertake high-quality multidisciplinary research, through an increase in the Research Support Fund; and further enhancing equity and diversity in academia.</p>	<p>Q1-Q2</p>	<p>○</p>
<p>Work with the granting councils and other federal departments to execute the commitment outlined in the 2016-18 Open Government Action Plan to promote Open Science within the academic research community:</p> <ul style="list-style-type: none"> Present draft open access guidelines for scientific research funded through Grants and Contributions to the Director General Council on Open Science in spring 2018 	<p>Q1</p>	<p>○</p>
<p>Continue to deliver the Post-Secondary Institutions Strategic Investment Fund and manage the program's extension, to enhance and modernize research and commercialization facilities at Canadian post-secondary institutions, as well as industry-related training facilities at colleges and polytechnics:</p> <ul style="list-style-type: none"> Select projects for extension to November 30, 2018 and complete amendments to contribution agreements Support program evaluation 	<p>Q1</p> <p>Q4</p>	<p>○</p> <p>○</p>

Canadian businesses invest more in research and development (R&D)	Planned Timing	Status
<p>+ Budget 2018 Oversee the implementation of renewed funding starting in 2019–20 to the Centre for Drug Research and Development and the Institute for Quantum Computing, arm's-length recipient organizations that support science and innovation:</p> <ul style="list-style-type: none"> • Action Treasury Board Submissions for items funded in Budget 2018 • Draft and sign associated contributions agreements 	<p>Q3</p> <p>Q4</p>	<p></p> <p></p>



PROGRAM HR CHALLENGES

STAFFING AND RECRUITMENT

Higher than usual unanticipated departures in the previous fiscal year and new deliverables from Budget 2018 require the sector to **quickly staff a number of positions**.

Impact on deliverables/organization

- Without proper staffing, deliverables may be affected and implementation of action items delayed.

Strategies

- Use of deployments at level, staffing from qualified pools, and bridging students.
- Give branches timely access to departmental specialists that will assist in the recruitment process.

Monitoring and Measuring

- Actual use of options such as deployments at level, etc.
- Number of staffing actions in relation to number of vacant FTE positions to be filled.

Status 

TRAINING AND DEVELOPMENT

Due to the unanticipated higher than usual new staffing, there will be a **higher than usual need to train staff** in 2018–19.

Impact on deliverables/organization

- SRS's ability to respond to requests and provide quality advice in a timely manner is impacted by the length of time needed for new staff to get up to speed on files and processes.

Strategies

- Pair new staff with existing staff members in a mentorship capacity.
- Where feasible, structure teams to increase collaboration on files, ensuring a back-up will be available for each one.
- Provide new hires with opportunities to attend courses, conferences and workshops to help fill gaps in knowledge or competencies.

Monitoring and Measuring

- Use of 2018–19 training budget by the staff.
- Number of mentoring relationships established.

Status 



Horizontal Science, Research and Technology Policy

Science and Research Sector (SRS) with support from Strategy and Innovation Policy Sector (SIPS)

This program undertakes **policy research and analysis, consultation and collaboration with various stakeholders** including, but not limited to, the private sector, universities and colleges and their associations, provincial/territorial governments, foreign governments and international organizations. This program works closely with ISED portfolio partners such as the National Research Council (NRC) and other science-based departments and agencies to **promote horizontal coordination of science, research and technology (SR&T) policies** as well as other departments such as Global Affairs Canada and international organisations such as the **Organisation for Economic Co-operation and Development (OECD)**. The program also supports the horizontal coordination of key SR&T issues through **strategic planning and related engagement tools**. The program delivery is guided by the overarching goals of diversity and inclusion, including gender equity.

2018–19 KEY MAJOR DELIVERABLES

Canada has a world-leading research capacity	Planned Timing	Status
Support Canada's hosting of the 46th Carnegie Group Meeting , and the participation of 13 Heads of Delegation (Science Ministers) and 13 Sherpas (governmental representatives to heads of delegation):		
<ul style="list-style-type: none"> Finalize process and vote to identify discussion topics in the spring of 2018 	Q1	○
<ul style="list-style-type: none"> Submit and distribute to all participants the final agenda and documents with discussion questions by August 2018 	Q2	○
<ul style="list-style-type: none"> Host meeting in late September or early October 2018 	Q3	○
Advance international and intergovernmental science and research relations and engagement:		
<ul style="list-style-type: none"> Co-chair a FPT Talent/People Working Group that is in its first year of implementing a two year work plan, in support of FPT Ministers responsible for Innovation and Economic Development 	Ongoing	○
<ul style="list-style-type: none"> Organize two seminars on "Digital Skills" and "Skills for Innovation" in spring 2018 	Q1	○
<ul style="list-style-type: none"> Create two inventories on "FPT talent and Skills programs" and "FPT STEM promotion initiatives" in spring 2018 	Q1	○



PROGRAM RISKS

The success of the 46th Carnegie Group Meeting is in large part **dependent on the number of Ministers/Chief Science Advisors who attend the event**. In order to reduce the risk of lower level attendance, other countries will be informed of the date and venue as soon as it is approved in ISED, to allow plenty of time to include in ministerial calendars.



PROGRAM HR CHALLENGES

STAFFING AND RECRUITMENT

Higher than usual unanticipated departures in the previous fiscal year and new deliverables from Budget 2018 requires the sector to **quickly staff a number of positions**.

Impact on deliverables/organization

- Without proper staffing, deliverables may be affected and implementation of action items delayed.

Strategies

- In collaboration with the sector's HR Business Partner, plan the optimal mix of staffing approaches, including deployments, pre-existing pools, and student bridging to meet business objectives.
- Give branches timely access to departmental specialists that will assist in the recruitment process.

Monitoring and Measuring

- Actual use of options such as deployments at level, etc.
- Number of staffing actions in relation to number of vacant FTE positions to be filled.

Status 

TRAINING AND DEVELOPMENT

Due to the unanticipated higher than usual new staffing, there will be a **higher than usual need to train staff** in 2018–19.

Impact on deliverables/organization

- SRS's ability to respond to requests and provide quality advice in a timely manner is impacted by the length of time needed for new staff to get up to speed on files and processes.

Strategies

- Pair new staff with existing staff members in a mentorship capacity.
- Where feasible, structure teams to increase collaboration on files, ensuring a back-up will be available for each one.
- Provide new hires with opportunities to attend courses, conferences and workshops to help fill gaps in knowledge or competencies.

Monitoring and Measuring

- Use of 2018–19 training budget by the staff.
- Number of mentoring relationships established.

Status 



Support to External Advisors

Science and Research Sector (SRS)

This program provides support for the **Chief Science Advisor (CSA)** and the **Council for Science and Innovation (CSI) (to be created)**. The mandate of the CSA is to provide advice on how to ensure that government science is fully available to the public, that scientists are able to speak freely about their work, and that scientific analyses are considered when the government makes decisions. The CSI is expected to be an independent body that provides advice to ministers on issues related to science and innovation. Through the **Office of the Chief Science Advisor (OCSA)** and the **Council for Science and Innovation Secretariat (CSIS)**, the program **provides research, analytical and administrative support to the CSA and CSI** to underpin their efforts to deliver advice to the government on science and innovation issues.

2018–19 KEY MAJOR DELIVERABLES

Canada has a world-leading research capacity	Planned Timing	Status
Provide analytical and administrative support to the Chief Science Advisor (CSA) :		
<ul style="list-style-type: none"> Lead the development of a model policy on scientific integrity for science-based departments and agencies 	Q2	○
<ul style="list-style-type: none"> Support the Canada School of Public Service in building a series of training modules for the federal science community 	Q4	○
<ul style="list-style-type: none"> Support completion of annual report to the Prime Minister and Minister of Science for December 2018 	Q4	○
Support creation of the Council for Science and Innovation (CSI) , which will replace the Science, Technology and Innovation Council (STIC), and repurpose the STIC Secretariat to support the new council and its chair:		
<ul style="list-style-type: none"> Finalize creation of the CSI through Order-in-Council and its terms of reference and modus operandi 	Q1	○
<ul style="list-style-type: none"> Support appointment of the CSI chair 	Q3	○
<ul style="list-style-type: none"> Support appointment of CSI members 	Q4	○



PROGRAM RISKS

The CSA may not meet the expectations of all stakeholders. Should the OCSA be unable to mitigate this risk, the ability of the CSA to deliver expected advice may be compromised, which may lead to a loss of reputation. As part of the mitigation strategy, the CSA will reach out to stakeholders to explain the mandate, functions and capacity of the new position in an effort to proactively manage expectations. Also, the OCSA will consider the wide ranging set of policy and scientific issues staff may be expected to advise on when recruiting new employees. It will also set aside funds to contract out external expertise when none is available internally. The OCSA may also reach out to science-based departments and agencies for assistance.

There may not be a mutual understanding between the department and the CSA and CSI of the mandate/role of each and the corresponding responsibilities of the OCSA and the CSIS. Should this be the case, the ability of the OCSA and the CSIS to support the CSA and the CSI with existing resources may be limited and negatively impact the quality of external advice. To mitigate this risk, senior management will maintain regular and open communication with the CSA and the CSI and their respective staffs.



PROGRAM HR CHALLENGES

STAFFING AND RECRUITMENT

The CSIS will undergo a transition to a new model to support a new high-level committee of external advisors. As a result, there is a period of time required, once advisors are in place, to test working assumptions about the resources required (organization chart) to support activities as mandates takes shape. HR challenges may arise for the CSIS once the STIC Secretariat is repurposed into the CSIS and prolong the staffing process beyond the expected timelines.

Impact on deliverables/organization

- Should the CSIS not be fully staffed quickly enough, its ability to adequately support the CSI in the important first year of its existence may be compromised.

Strategies

- Work with the HR Business Partner to plan the optimal use of a variety of staffing mechanisms to meet business priorities, including deployments, qualified pools, and student bridging.
- Recruitment strategies for CSIS will highlight the high visibility and prestige linked to the external advisors. This should attract a large pool of potential candidates.

Monitoring and Measuring

- Number of staffing actions in relation with the number of vacant FTE positions to be filled.
- Actual use of different options (e.g. deployments at level, and staffing from qualified pools).

Status



Innovation in Business

Innovation Canada Sector (ICS)

This program ensures Government of Canada innovation programs are cohesive and responsive to the needs of innovators. The program includes **Innovation Canada**, a “one-stop-shop” for innovators and entrepreneurs to find and access programs easier and faster; the **Strategic Innovation Fund**, a contribution funding program which brings together previous funds, while also expanding access to other sectors; the **Accelerated Growth Service**, which facilitates the growth of Canadian small and medium enterprises by providing client-centric, better-coordinated service delivery across the federal government; and **Innovative Solutions Canada**.

2018–19 KEY MAJOR DELIVERABLES

Canadian companies are globally competitive and achieve high growth	Planned Timing	Status
<p>+ Budget 2018 Support implementation of the Government’s reform of business innovation programs to create a suite of programs that is easy to navigate and will respond to the challenges and opportunities facing Canadian businesses today and into the future, leading to an increase in total overall funding for innovation programming while reducing the total number of business innovation programs by up to two-thirds.</p>	Ongoing	
<p>+ Budget 2018 Reposition the Strategic Innovation Fund (SIF) as one of the four flagship platforms in the Government’s streamlined program suite, with a focus on business R&D projects over \$10M, implement the transfer of responsibility and associated funding of the Centres of Excellence for Commercialization and Research and the Business-led Networks of Centres of Excellence programs to SIF, and support projects that relate to low Earth orbit satellites and next-generation rural broadband.</p>	Ongoing	
<p>+ Budget 2018 Enhance the Accelerated Growth Service (AGS) by working collaboratively with government organizations, including the National Research Council of Canada, Regional Development Agencies, Global Affairs Canada, Business Development Bank of Canada (BDC) and Export Development Canada, to support Canadian firms with high growth potential:</p> <ul style="list-style-type: none"> • Implement the consolidation of AGS and the Industrial Research Assistance Program’s Concierge Service, including the addition of 15 new Innovation Advisors to support Canadian high-potential firms • Engage and enroll additional high-potential firms in the AGS initiative • Develop new training, tools and materials to better support service consistency across the AGS • Put in place an information data sharing tool to enable increased collaboration, and data collection and analyses across AGS organizations • Continue to engage other key federal and external partners to explore additional opportunities for collaboration under the AGS • Produce the first AGS performance report 	<p>Ongoing</p> <p>Ongoing</p> <p>Q4</p> <p>Q4</p> <p>Ongoing</p> <p>Q4</p>	

Canadian companies are globally competitive and achieve high growth	Planned Timing	Status
<p>Continue to implement Innovative Solutions Canada (ISC), a new innovation procurement program that provides businesses with an opportunity to develop and validate new technologies and services in a government environment through either grants or research and development contracts:</p> <ul style="list-style-type: none"> • Work with departments and agencies on developing challenges that advance their mandates by seeking novel technologies and services from Canada's innovators and entrepreneurs • Expand the functionality of the ISC web platform, delivering a fully functional portal that will enable departments to develop and post challenges while providing small businesses with a simple one-stop place to submit their solutions • Promote ISC challenges to small businesses across Canada, including reaching out to businesses led by under-represented groups (e.g. women, Indigenous people, youth, persons with disabilities and visible minorities) 	Ongoing	○
	Q4	○
	Ongoing	

Canadian innovators have simplified access to tools and support	Planned Timing	Status
<p>+ Budget 2018 Innovation Canada is to become a one-stop shop for Canadian businesses, providing them with the information they need to grow, create jobs and drive our economy forward. To make it happen, Innovation Canada will work with the Canada Business Network and BizPal to reduce the administrative burden on SMEs:</p> <ul style="list-style-type: none"> • Improve existing tools, such as innovation.canada.ca and BizPal, to save business time • Enable businesses to access, save, and re-purpose their information to save time • Develop marketing and engagement strategies to promote Innovation Canada as a one-stop shop 	Ongoing	○
	Ongoing	○
	Ongoing	○
	Ongoing	○



PROGRAM RISKS

Some ISC participating departments and agencies might feel locked into funding technologies and services that do not support their missions and mandates. The gated structure of the three Phases of the ISC will mitigate against the risk of technological lock-in that is not aligned with a department's mandate. A department is not required to move to Phase 1 if it is not satisfied with responses at the initial application step. Likewise, departments are not required to move to Phase 2 unless the proof of concept at the end of Phase 1 is acceptable. Departments are not required to procure innovations in Phase 3 unless they are satisfied with the results of Phase 2.

There is a risk that SIF will not be able to meet demand due to insufficient funds and due to the program having too wide a scope. To mitigate this, the project pipeline and cash flows will need to be monitored closely and projects chosen for consideration will need to reflect strong benefits to Canada. Clarifying the high value opportunities targeted for SIF will also help manage expectations.

Digital services expansion is wholly dependent on support from the partners as well as uptake by the business intermediaries. The department plans to leverage feedback from intermediaries and partners to identify key priority elements.



Business Policy and Analysis

Industry Sector (IS) with support from Strategy and Innovation Policy Sector (SIPS)

This program develops **industry-specific analysis** to inform stakeholders on key issues and policies that are relevant to the competitiveness of targeted industries and their positions within globalized markets and value chains. In collaboration with stakeholders, notably through the **Economic Strategy Tables**, and also with industry associations and other government departments, the program **develops and disseminates studies, research papers and statistical reports** to create an evidence base for informed decision making on sector growth strategies. **Targeted outreach** also assists industry in better understanding government policy and programs. This program also **promotes the adoption and adaptation of new and emerging technologies and skills for business processes**, and **promotes strategic research and development, marketing, investment and international business development activities**.

2018–19 KEY MAJOR DELIVERABLES

Canadian companies are globally competitive and achieve high growth	Planned Timing	Status
Deliver a second round of reports in summer 2018 that offer recommendations based on the advice of private sector leaders through the work of the Economic Strategy Tables , in collaboration with Health Canada (Health and Bio-sciences Table), FedDev & NRC (Advanced Manufacturing Table), Heritage Canada (Digital Industries Table), Agriculture Canada (Agri-food Table) and NRCan (Clean Tech Table, Clean Resources Table), with the aim of helping guide the federal government in its efforts to provide relevant and effective programs for Canadian businesses.	Q2	
Collaborate with other government departments to support ongoing Free Trade Agreement discussions and negotiations , including participation in rounds of NAFTA negotiations, bilaterals with China, Japan and India, and development of analytical pieces and strategic advice to inform the Government of Canada position.	Ongoing	
Refine and enhance the Canadian Cluster Mapping Portal in collaboration with provinces, territories and other stakeholders: <ul style="list-style-type: none"> • Launch the Portal at the upcoming FPT Ministers' meeting • Continue to collaborate and engage with provinces and territories on cluster mapping to solicit feedback, and make changes and deploy new releases as required • Work with other government departments to identify synergies across files (i.e. investment attraction) • Use the Portal to generate cluster analysis supporting program and policy decision making (e.g. assessing Strategic Investment Fund proposals) • Identify and update the cluster map with new data • Collaborate with Statistics Canada in the production of a paper that explores the relevance of various cluster identification methodologies in the Canadian context, including analyzing select clusters and assessing performance across regions on variables such as employment, income, growth and specialization over time 	Q1 Ongoing Ongoing Ongoing Ongoing	
	Q1	

Canadian companies are globally competitive and achieve high growth	Planned Timing	Status
Support publication of the 2018 State of Aerospace report in July 2018.	Q2	
Define, shape and support the development of forward-looking strategies for the aerospace, space, marine and defence industries, including continuing to work closely with the Canadian Space Agency (CSA) and other government departments to promote the development of an innovative and internationally competitive space sector .	Ongoing	
Provide due diligence, industry specific advice and market analysis to support decision making for projects submitted to ISED programs , including the Strategic Innovation Fund and Innovation Superclusters Initiative, as well as broader Government of Canada programs, such as Export Controls, the Controlled Good Program and the North American Defence Industrial Base.	Ongoing	
Support Canadian aerospace, space, marine and defence firms' participation in key trade shows (e.g. the Farnborough Air Show, Eurosatory, Space Symposium) to strengthen the sectors' competitive position in global value chains.	Ongoing	
Undertake auto and digital technology-related studies, engagement and outreach to provide sound advice on competitiveness and innovation issues and, as needed, support the development of projects and contribution agreements under new programming to leverage investment in R&D and innovation and foster growth and innovation across Canada's automotive and digital technology eco-system.	Ongoing	
Canada is a location and destination of choice for investment, growth and tourism	Planned Timing	Status
Support investment attraction efforts , including participation in and support of relevant marquee industry events (e.g. BIO) and active participation in the Privy Council Office's Foreign Direct Investment steering committee (with GAC).	Ongoing	
Provide policy and advice on Artificial Intelligence , including precision medicine and autonomous vehicles.	Ongoing	
Link to work being undertaken through the Invest in Canada Hub with a focus on key industrial sectors.	Ongoing	



PROGRAM RISKS

Two key issues include the **Economic Strategy Tables' ability to meet project timelines and the viability of proposed recommendations**. To mitigate risks, members of the Economic Strategy Tables Bureau are in frequent contact with Table members in order to make sure that Table meetings occur with sufficient frequency and with a critical mass of participants in order to meet project timelines. The Bureau is actively involved in all aspects of Table meetings, facilitating consensus among Table members and guiding the recommendation process.



Economic Outcomes from Procurement

Industry Sector (IS)

This program implements the **Defence Procurement Strategy**, which includes the **Industrial and Technological Benefits (ITB) Policy** and the weighted and rated **Value Proposition (VP)**. The ITB Policy, including the VP, ensures that Canada’s significant investment in defence-related goods and services supports the long-term sustainability and growth of Canada’s defence and security industry. It also **manages the monitoring and verification of Contractor obligations of the former Industrial and Regional Benefits Policy**. Additionally, this program implements the **National Shipbuilding Strategy (NSS) Value Proposition** which contributes to the development and sustainability of the greater Canadian marine industry.

2018–19 KEY MAJOR DELIVERABLES

Canadian companies are globally competitive and achieve high growth	Planned Timing	Status
Monitor the compliance of defence contractors in fulfilling their obligations to invest in Canada: <ul style="list-style-type: none"> • Publish progress report in May 2018 • Publish service standard report in October 2018 	Q1 Q3	○ ○
Integrate the Key Industrial Capabilities as part of the ITB Policy, where higher scoring will be applied to specific pillars to drive targeted, high value investments in priority areas, which will respond to industry demand for greater predictability in the VP approach: <ul style="list-style-type: none"> • Release Updated Value Proposition Guide (ISED) in spring 2018 • Ensure proactive outreach through speaking opportunities, news release and social media in spring 2018 	Q1 Ongoing	○ ○
Implement the defence analytics strategy , to enhance and support evidence-based decision making in defence procurement.	Ongoing	○
Finalize the new assessment of bidders’ impact on Canada’s economic interests, including engagement with key Canadian and other stakeholders.	Ongoing	○
Support the open and transparent competition to replace Canada’s current CF-18 fleet with 88 advanced fighter aircraft, including the development of the Value Proposition evaluation framework through internal analysis and engagement with key Canadian and other stakeholders.	Ongoing	○
Ensure efficient administration of the National Shipbuilding Strategy (NSS) Value Proposition , in support of the NSS goal of a sustainable Canadian marine industry over the long term.	Ongoing	○



Digital Service

Digital Transformation Service Sector (DTSS)

This program **oversees strategies, projects and initiatives** for the design and delivery of streamlined, technologically-enabled services to business. By **leveraging digital innovations, equipping public servants, and making better use of data**, the program will advance the **transformation of ISED's digital services**. It will foster service excellence and **further the development of joint services** in collaboration with various stakeholders, including federal organizations and other public sector jurisdictions.

2018–19 KEY MAJOR DELIVERABLES

Canadian innovators have simplified access to tools and support	Planned Timing	Status
Update and continue to implement ISED's multi-year departmental Service Management Strategy (SMS) , which outlines the department's overall approach to managing and improving its services: <ul style="list-style-type: none"> Review and update ISED's SMS Report on annual progress by March 31, 2019 	Q3 Q4	○ ○
Develop a new digital service strategy for ISED and mature the departmental omni-channel strategy to make it easier for businesses to navigate government services.	TBC	○
Review the mandate of and relaunch the Innovation Lab with a stronger digital focus as part of the Department's new Digital Design Branch (formerly the Digital Transformation Hub).	Q1	○
Increase the number of departments using the Business Number as the standard identifier for businesses by March 31, 2020, in alignment with ISED's lead role for this initiative under "Streamlined government services for business" in the Government of Canada Service Strategy.	Q4	○
Develop interdepartmental and interjurisdictional service bundles provided to business clients , as a result tracked under "Streamlined government services for business" in the Government's Service Strategy.	Q4	○



PROGRAM HR CHALLENGES

STAFFING AND RECRUITMENT

Following the June 2017 realignment, the organization is still being stabilized, including properly resourcing the teams to deliver. **A large number are acting, assignments, secondments or casuals** which creates challenges for staff recruitment and retention, as well as succession planning and retention of skills.

Impact on deliverables/organization

- The ability to implement and execute key deliverables associated with ISED's SMS and other initiatives could be impacted if the right talent, leadership and focus on priorities are not put in place and organizational cultural changes are not made.

Strategies

- Align Talent Management (TM) exercises with the Performance Management cycle to identify individual learning and development needs, preparing learning and TM plans and holding TM panel meetings.
- Identify and provide stretch assignment opportunities across the organization.
- Continue to assess the depth of talent and promotional readiness of the EX feeder pool, and identified EX and EX equivalent feeder pool qualifiers (TM Inventory).
- Continue to conduct succession planning activities and identify key and vulnerable positions as well as contractor roles.

Monitoring and Measuring

- Quarterly statistics on:
 - Learning gaps identified
 - Learning plans developed and updated to build skills in demand
 - Number of positions staffed
 - Number of assignments
- Number of EX minus 1 and EX minus 2 employees participating in the Leadership Mentoring Program as part of the EX feeder group

Status 



Support and Financing for Small Business

Small Business, Tourism and Marketplace Services (SBTMS)

This program provides **support and financing to small and medium sized enterprises** to help ensure Canadian companies are globally competitive, achieve high growth and have access to financing that would not otherwise be available or would be available only under less favourable terms. This program also provides **oversight and challenge function for the Business Development Bank of Canada**, and promotes understanding of the challenges small businesses face in adopting business practices that help them to grow and innovate.

2018–19 KEY MAJOR DELIVERABLES

Canadian companies are globally competitive and achieve high growth	Planned Timing	Status
Work with the Business Development Bank of Canada (BDC) to support the Venture Capital Catalyst Initiative (VCCI) : <ul style="list-style-type: none"> Support the applications evaluation process that will provide recommendations to the Deputy Minister of ISED on which applicants to select for VCCI 	Q2	○
Continue to explore ways to promote, improve and modernize the Canada Small Business Financing Program (CSBFP) .	Ongoing	○
Canadian innovators have simplified access to tools and support	Planned Timing	Status
Continue to roll-out the CSBFP on-line registration application which permits lenders to transfer loan registrations and fees electronically, with the target that more than 90% of all loan applications and fees will be received and processed electronically by March 2019.	Q4	○
Continue advocacy efforts to reduce the administrative burden on Canadian businesses, in particular small and medium-sized enterprises (SMEs)	Ongoing	○



Federal Incorporation

Small Business, Tourism and Marketplace Services (SBTMS)

Corporations Canada **allows Canadians and businesses** (with the exception of financial institutions) **to incorporate** at the federal level in accordance with the *Canada Business Corporations Act*, the *Boards of Trade Act*, the *Canada Cooperatives Act* and the *Canada Not-for-profit Corporation Act*. The program's main lines of business include **incorporation and related services** (such as amalgamation or corporate charter amendments), **dissolution of corporations**, rulings on the use of **corporate names**, the **name search service NUANS**, collection and dissemination of **information on federal companies**, compliance and enforcement activities related to the statutes it administers and development of **incorporation policy and regulations**.

2018–19 KEY MAJOR DELIVERABLES

Canadian innovators have simplified access to tools and support	Planned Timing	Status
Continue work to digitally connect all of Canada's business registries with an interoperability solution, as part of the Connecting Canada's Business Registries investment project: <ul style="list-style-type: none"> • Make available a public search function to access the core information for 80% of Canadian corporations • Continue working with the provinces and territories on developing a pilot for this project where the initial phase will include British Columbia, Saskatchewan, Ontario and Quebec with Alberta and Manitoba joining in phase two 	Q1 Q1-Q4	○ ○



Business Conditions Policy

Strategy and Innovation Policy Sector (SIPS)

This program is responsible for the **development and coordination of policies, laws and regulations in the areas of corporate and insolvency law, competition, copyright, trade-marks and industrial design, patents, international intellectual property, traditional knowledge, privacy, and data protection, as well as anti-spam.** The development and coordination of these policies, laws and regulations are a core function of the Department and work alongside of, and support, the **work of administrative and enforcement bodies** such as the Canadian Intellectual Property Office, Copyright Board, Competition Bureau, Office of the Superintendent of Bankruptcy, the Office of the Privacy Commissioner, and the Canadian Radio-television and Telecommunications Commission.

2018–19 KEY MAJOR DELIVERABLES

Canadian companies are globally competitive and achieve high growth	Planned Timing	Status
<p>+ Budget 2018 Implement a new Intellectual Property (IP) Strategy to help Canadian entrepreneurs better understand, access and protect intellectual property:</p> <ul style="list-style-type: none"> • Prepare a Patent Collective pilot to be launched in 2019–20, which will work with Canada's entrepreneurs to pool patents, so that small and medium-sized firms have better access to the critical intellectual property they need to grow their businesses • Support the development of intellectual property expertise and legal advice for Canada's innovation community, including the creation of a team in the federal government to work with Canadian entrepreneurs to help them develop tailored strategies for using their intellectual property and expanding into international markets • Create an intellectual property marketplace that will be a one-stop, online listing of public sector-owned intellectual property available for licensing or sale to reduce transaction costs for businesses and researchers, and to improve Canadian entrepreneurs' access to public sector-owned intellectual property. 	Ongoing	○
	Ongoing	○
	Ongoing	○
<p>+ Budget 2018 Support a regulatory reform agenda focused on supporting innovation and business investment, with the goal of making the Canadian regulatory system more agile, transparent and responsive, so that businesses across the country can explore and act on new opportunities, resulting in benefits for all Canadians. This includes:</p> <ul style="list-style-type: none"> • Targeted reviews of regulatory requirements and practices that are bottlenecks to innovation and growth • Leadership on internal trade at the CFTA Regulatory Reconciliation and Cooperation Table • Development of an e-regulation system – an online platform to engage Canadians to improve the transparency and efficiency of overall rule-making process 	Ongoing	○
	Ongoing	○
	Ongoing	○
<p>+ Budget 2018 Support the reform of the Copyright Board of Canada, in collaboration with Canadian Heritage (PCH) and building on public consultations and analytical work completed in 2017–18, to introduce legislation in Parliament to amend the <i>Copyright Act</i> and work with the Copyright Board to prepare accompanying regulations:</p> <ul style="list-style-type: none"> • Prepare a Memorandum to Cabinet in May 2018 • Support Minister's tabling of the legislation in 2018 	Q1	○
	TBD	○

Canadian companies are globally competitive and achieve high growth	Planned Timing	Status
<p>In collaboration with PCH, support the work of the Committee of the House or the Senate tasked with the mandatory five-year Parliamentary Review of the Copyright Act and prepare the eventual Government Response, including advice on potential recommendations for legislative reform:</p> <ul style="list-style-type: none"> • Support the ongoing review • Prepare the Government Response in winter 2019 	<p>Q1-Q3</p> <p>Q4</p>	<p>○</p> <p>○</p>
<p>Continue to provide support related to Bill C-25: An Act to amend the <i>Canada Business Corporations Act</i>, the <i>Canada Cooperatives Act</i>, the <i>Canada Not-for-profit Corporations Act</i>, and the <i>Competition Act</i>.</p>	<p>TBD (Subject to Parliamentary schedule)</p>	<p>○</p>
<p>In collaboration with Transport Canada, continue to provide support related to Bill C-49: An Act to amend the <i>Canada Transportation Act</i> and other Acts respecting transportation and to make related and consequential amendments to other Acts, which will make airline joint ventures more feasible where public interest benefits outweigh competition concerns, allowing Canadian air carriers to participate more fully in the global economy on an equal footing with international competitors.</p>	<p>TBD (Subject to Parliamentary schedule)</p>	<p>○</p>
<p>Work with the Department of Justice to develop a proposal for final Breach of Security Safeguards Regulations, which will be considered by a special committee of Cabinet before a recommendation is made to the Governor General for making of final regulations:</p> <ul style="list-style-type: none"> • Publish final regulations in the Canada Gazette Part II in April 2018, accompanied by a summary of comments received on the draft regulations • Support coming into force, which is estimated for December 2018 	<p>Q1</p> <p>Q3</p>	<p>○</p> <p>○</p>
<p>+ Budget 2018 Obtain feedback and develop balanced, evidence-based approaches to protect Canadians' pensions from insolvency risk and improve retirement security, in collaboration with Finance Canada and Employment and Social Development Canada.</p>	<p>Ongoing</p>	<p>○</p>
<p>+ Budget 2018 Work to deliver on commitment to work with provinces and territories to improve the transparency of legal persons and legal arrangements and improve the availability of beneficial ownership information and to eliminate the use of bearer shares.</p>	<p>Ongoing</p>	<p>○</p>



Intellectual Property

Canadian Intellectual Property Office (CIPO)

CIPO is responsible for the **administration of Canada’s intellectual property (IP) system**, including the **granting of patents and the registration of trademarks, copyrights and industrial designs**. The program contributes to Canada’s innovation and economic success by providing greater certainty for innovators and businesses entering in the marketplace with **high-quality and timely IP rights**; fostering and supporting invention and creativity through knowledge sharing (in exchange for protection, details of IP filed or registered in Canada are disclosed to the public to enrich knowledge worldwide); **raising awareness** to encourage innovators and businesses to better exploit IP; helping business compete globally by **aligning Canada’s IP system with those of international counterparts** and **promoting Canada’s IP interests internationally**.

2018–19 KEY MAJOR DELIVERABLES

Canadian companies are globally competitive and achieve high growth	Planned Timing	Status
<p>Support the harmonization of Canada’s IP system with international standards and strengthen international IP collaboration:</p> <ul style="list-style-type: none"> Support Canada’s accession to the Hague Agreement to support international filings of Industrial Designs, and continue to lay the groundwork for accession to three other IP treaties: the Madrid Protocol, which will foster foreign investment and economic growth, and reduce administrative burden; the Singapore Treaty on the Law of Trademarks to create a modern and dynamic international framework for the harmonization of administrative trademark registration procedures; and the Nice Agreement Participate at the WIPO General Assemblies, hold bilateral and multi-lateral meetings with other IPOs and host the Ariana Meeting to represent Canada’s interests internationally Participate in the Asia-Pacific Economic Cooperation (APEC) – Intellectual Property Experts Group (IPEG) Protocol to promote cooperation and exchange best practices with other IP offices Work collaboratively with other Departments to administer and oversee the geographical Indications of the Canada and European Union Comprehensive Economic and Trade Agreement (CETA) 	<p>Q1-Q4</p> <p>Q2-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</p>	<p>○</p> <p>○</p> <p>○</p> <p>○</p>
Canada is a location and destination of choice for investment, growth and tourism	Planned Timing	Status
<p>Modernize CIPO’s practices, processes and tools and continue to be recognized as a quality-based organization:</p> <ul style="list-style-type: none"> Implement changes to CIPO’s systems and processes that will allow it to accede to four key international IP treaties, providing innovators with simplified and cost-effective options for filing and registering their IP rights in multiple jurisdictions (Major Release 1 for Industrial Designs will occur in November 2018; Major Release 2 for Industrial Designs will occur in mid-2019; Interim Release 2 for Trademarks will occur in August 2018; Interim Release 3 for Trademarks will occur in January 2018; Interim Release 4 will occur in March 2019) Revise CIPO’s service standards based on public consultations to improve clarity and certainty for clients 	<p>Q1-Q4</p> <p>Q4</p>	<p>○</p> <p>○</p>

Canadian innovators have simplified access to tools and support		Planned Timing	Status
+ Budget 2018 Deliver an IP Awareness and Education program for Canadian businesses and innovators, in support of the new IP Strategy:	<ul style="list-style-type: none"> Develop IP educational tools such as case studies, videos and webinars 	Q4	○
	<ul style="list-style-type: none"> Work with partners in the scale-up ecosystem, including the Business Development Bank of Canada and the National Research Council, various provincial governments and business associations to raise awareness of IP among innovative businesses 	Q4	○
	<ul style="list-style-type: none"> Produce IP analytics and targeted research reports to inform innovation in key sectors, markets and technologies 	Q4	○



Competition Law Enforcement and Promotion

Competition Bureau (CB)

The **Competition Bureau (the Bureau)** is an independent law enforcement agency that ensures that Canadian businesses and consumers prosper in a competitive and innovative marketplace. Headed by the Commissioner of Competition, the Bureau **administers and enforces the Competition Act, the Consumer Packaging and Labelling Act (non-food products), the Textile Labelling Act and the Precious Metals Marking Act.** The program also **promotes and increases compliance with the acts** to ensure that anti-competitive conduct does not substantially hinder growth and innovation in the Canadian economy. It **promotes and protects competition** for the benefit of Canadians, **deters and prevents anti-competitive behaviour**, including Cartels, abuse of dominance and deceptive marketing practices. It also **reviews mergers** to ensure they do not substantially prevent or lessen competition in the marketplace.

2018–19 KEY MAJOR DELIVERABLES

Canada is a location and destination of choice for investment, growth and tourism	Planned Timing	Status
Continue to build confidence and support competition and innovation in the digital economy through administration and enforcement of Canada's competition laws.	Ongoing	○
Continue to safeguard Government of Canada investments into infrastructure through vigilant detection, prevention and enforcement of bid-rigging and price-fixing.	Ongoing	○
Continue to promote compliance with the <i>Competition Act</i> and the adoption of credible and effective compliance programs.	Ongoing	○
Support competition and innovation in the health and biosciences sector.	Ongoing	○
Communicate the Bureau's policies in an effort to further promote transparency surrounding enforcement and advocacy.	Ongoing	○
Advocate for regulators, government and other decision-makers to take a pro-competitive and innovation-friendly approach to regulations.	Ongoing	○
Encourage competition policy dialogue and continue to strengthen and develop domestic partnerships.	Ongoing	○
Strengthen collaboration between international partners to further promote and protect a competitive marketplace, address anti-competitive activity that crosses borders and promote sound competition policies internationally.	Ongoing	○
Ensure consumers and businesses have helpful and timely information to allow them to make informed decisions.	Ongoing	○



PROGRAM RISKS

To be effective in its role as an independent law enforcement agency in the rapidly evolving digital economy, **the *Competition Act* needs to be modernized and the Bureau needs adequate resources.** There is a risk that without legislative amendments to address gaps in the Bureau's ability to enforce the law and without adequate resources, the Bureau will not be able to effectively enforce Canada's competition laws and ensure that Canadian businesses and consumers prosper in a competitive and innovative marketplace. To mitigate this risk, the Bureau will work with SIPS; continue to advance policy dialogue in stakeholder communities on the need for, and design of, improvements to the *Competition Act*; and work closely with Transport Canada to develop joint guidelines if Bill C-49 is passed and legislation is implemented.

In addition, there is a **risk that the advancement of criminal investigations and prosecutions** under the *Competition Act* (particularly in relation to price-fixing, bid-rigging and mass-marketing fraud in the rapidly evolving digital economy, where anti-competitive behaviour via less detectable, traditional methods is increasing) **may be negatively affected** due to: the lack of technical resources necessary to effectively detect and deter such behavior in the digital economy; **increased costs of operations related to the complexity of cases and the volume of information; the capacity of Public Prosecution Services Canada (PPSC); and the possible divergence of views and strategies** between that organization and the Bureau's investigators. To mitigate this risk, the Bureau will work in partnership with PPSC senior officials and their respective teams to increase dialogue and open communication and invest in the Bureau's digital enforcement capacity to address emerging challenges.

There is also a **risk that the Bureau may not have the necessary legal support resources in terms of expertise to manage contested proceedings**, particularly in an increasingly complex litigated merger context, resulting potentially in higher costs due to the need to hire external legal counsel (i.e. through the Department of Justice). To mitigate this risk, the Bureau will continue to work with the Department of Justice.



PROGRAM HR CHALLENGES

SUCCESSION PLANNING

The Bureau needs to **develop the leadership capacity of its EX feeder group**, which is largely made up of technical experts, to better carry out their current roles or prepare for the EX cadre. Given potential departures/retirements in the EX cadre at the Bureau and expressed interest among the EX feeder group to be better prepared for leadership roles (both inside and outside of the Bureau and for both lateral and upward mobility), the Bureau needs to examine how best to position its EX feeder group for success.

Impact on deliverables/organization

- The lack of formal succession planning on the leadership development and training of the Bureau's EX feeder group, and the current unintended burden on the EX cadre, may impact the Bureau from effectively and efficiently carrying out its mandate and mitigating against unforeseen departures and/or gaps in knowledge or expertise.

Strategies

- Launch a comprehensive review of the Bureau's EX feeder complement by examining the Bureau's organizational design to ensure it optimally supports the talent management of the EX feeder group and succession planning. This will include looking at job descriptions, including roles and responsibilities, and benchmarking with other sectors in ISED.
- Explore a targeted approach to developing the leadership and management capacity and skills of the EX feeder group through training and/or development opportunities.

Monitoring and Measuring

- Action items identified from the review of EX feeder positions and the benchmarking exercise with other Sectors.
- Leadership training offered to EX feeder group.
- Participation in the CSPS's Supervisor and Management Development programs (including the Aspiring Directors Program).

Status

TRAINING AND DEVELOPMENT

To ensure that Bureau employees continue to have the required training and leading expertise, there is a **need to improve investment and coordination of training that is unique to the Bureau's specialized mandate**.

Impact on deliverables/organization

- Training will help develop and maintain employees' professional, technical and operational skills and expertise needed to assist the Bureau in delivering on its specialized mandate.

Strategies

- Develop a mandatory, in-house training program for all new and current officers and paralegals who must have a standard level of regulatory and investigative knowledge and skills.

Monitoring and Measuring

- Number of core training courses offered and developed.

Status



Insolvency

Small Business, Tourism and Marketplace Services (SBTMS)

The Office of the Superintendent of Bankruptcy (OSB) is responsible for **supervising all estates and matters to which the *Bankruptcy and Insolvency Act (BIA)* applies and certain matters under the *Companies' Creditors Arrangement Act (CCAA)***. The OSB **licenses and regulates the insolvency profession**; maintains and **provides access to a public record of BIA and CCAA filings, data and statistics**; records and **investigates complaints regarding the insolvency process**; and **ensures compliance through maintenance and enforcement of the regulatory framework**. Operating as a vote net revenue organization within ISED, the OSB recovers its costs from the insolvency process and carries out its duties at arm's length from the government.

2018–19 KEY MAJOR DELIVERABLES

Canada is a location and destination of choice for investment, growth and tourism	Planned Timing	Status
Implement regulatory changes over the next three years to reduce risks to the integrity of the consumer insolvency process including: <ul style="list-style-type: none"> • Reforms to the consumer insolvency counselling directive to increase regulatory compliance with insolvency legislation and better protect consumers from unnecessary fees and unregulated services 	Q3	



Investment Review

Industry Sector (IS)

This program **implements the provisions of the *Investment Canada Act*** by ensuring that the Minister of ISED has the information needed to determine whether a significant foreign investment is likely to be of net benefit to Canada and/or whether there are reasonable grounds to believe that an investment could be injurious to national security. This is accomplished by **developing investment policy, processing notifications filed by investors, and reviewing transactions within the scope of the Act**. The program also **monitors the implementation of reviewed investments** to determine whether such an investment is being carried out in accordance with the application to the Minister and any representations made or undertakings given in relation to the investment.

2018–19 KEY MAJOR DELIVERABLES

Canada is a location and destination of choice for investment, growth and tourism	Planned Timing	Status
Continue work to ensure timely processing of foreign investment notifications and applications for review filed by foreign investors under the <i>Investment Canada Act</i> and that a rigorous process is in place to ensure notifications are certified and applications are processed within statutory timelines.	Ongoing	



PROGRAM RISKS
Failure to manage *Investment Canada Act* reviews efficiently (within statutory timelines) and as transparently as possible may negatively impact Canada's foreign direct investment climate. This risk is part of the Department's Corporate Risk Profile.



Trade Measurement

Small Business, Tourism and Marketplace Services (SBTMS)

Measurement Canada (MC) ensures the integrity and accuracy of trade measurement (financial transactions based on measurement) through the **administration and enforcement of the *Weights and Measures Act* and the *Electricity and Gas Inspection Act*** and associated regulations. This program **develops and enforces legislative trade measurement requirements, approves prototype measuring devices for use in Canada, assesses measurement accuracy in the marketplace, investigates business and consumer complaints** of suspected inaccurate measurement and **compels corrective actions** when measurement inaccuracy or unfair practices are found. The program also **accredits qualified private sector organizations to perform inspections**.

2018–19 KEY MAJOR DELIVERABLES

Canada is a location and destination of choice for investment, growth and tourism	Planned Timing	Status
Contribute to ensuring a fair and competitive marketplace and protected and informed consumers: <ul style="list-style-type: none"> • Monitor retailer and other measuring device owner compliance with mandatory inspection frequencies in the retail gasoline, retail food, dairy, mining, forestry, fishing, field and grain crops and wholesale petroleum sectors, instituting corrective actions as necessary to resolve non-compliance • Continue the use of a graduated enforcement approach, including administrative monetary penalties, to resolve measurement inaccuracy and other non-compliance • Deliver ongoing information/awareness activities to increase device owners' understanding of their legal obligations, how to comply with these obligations and the consequences of non-compliance • Investigate consumer complaints of suspected inaccurate measurement • Provide audit/oversight of private sector non-government inspectors authorized by MC to perform mandatory and other measuring device inspections 	Ongoing Ongoing Ongoing Ongoing Ongoing	



PROGRAM RISKS

There is a **risk that MC's IT infrastructure, applications and reporting capabilities are inadequate to support the organization's needs**. The mitigation strategy includes the implementation of annual business application planning and reporting process (including environmental scan of business applications' performance and gap analysis of current functionality versus desired and/or future operational needs, prioritization of proposed projects, funding requirements for approved IT projects) and monthly updates.



PROGRAM HR CHALLENGES

STAFFING AND RECRUITMENT

MC may continue to experience difficulties in achieving a full staff complement required to deliver legislative programs and services due to **challenges associated with a highly competitive job market for individuals with technical skills and experience in the measurement sciences, and loss of technical/corporate memory resulting from retirements.**

Impact on deliverables/organization

- An inability to recruit and retain qualified staff could impact the agency's ability to deliver legislative programs and services and to provide appropriate consumer and business protection against loss due to inaccurate measurement.

Strategies

- Complete a national entry level inspector recruitment process and establish a pre-qualified pool. Priority will be placed on ensuring all new inspector recruits progress through the TI Recruitment and Development Program in accordance with established criteria and timelines (it takes 18 to 24 months for entry level recruits to be trained to perform the full range of inspection duties).
- Provide acting and other learning and development opportunities for MC staff that aspire to more senior technical specialist, auditor, program officer and manager positions. Actions will also be taken to improve the timeliness of staffing actions for these types of positions, including the establishment of pre-qualified pools and seeking HRB staffing advisor assistance in identifying innovative ways of mitigating staffing delays.

Monitoring and Measuring

- Number of candidates identified for inclusion in pre-qualified pools and the degree to which managers use the pools to staff vacant TI-03 and other positions.
- Degree to which new recruits complete the TI Recruitment and Development Program in accordance with established criteria and time lines.
- Number and type of acting and learning and development opportunities.

Status 



Spectrum and Telecommunications

*Spectrum and Telecommunications Sector (STS)
with support from Strategy and Innovation Policy Sector (SIPS)*

This program **sets the legislative and policy frameworks**, and **administers domestic regulations, procedures and standards** that govern Canada’s radio-communication and telecommunications industries. The program maximizes the public benefits of spectrum by managing it efficiently and effectively, through **spectrum and radio licensing (including auctions), compliance monitoring and enforcement**. The program also protects Canadian interests in the radio-communications and telecommunications industry by **negotiating international treaties and agreements**. The program plays a role in protecting Canadians by **protecting information and communication technologies (ICT) critical infrastructure**, in **making spectrum available for first responders, in supporting the telecommunications industry in times of emergency, in leading cyber resilience initiatives and supporting cyber security**.

2018–19 KEY MAJOR DELIVERABLES

Canadian companies are globally competitive and achieve high growth	Planned Timing	Status
Publish the Spectrum Outlook 2018–2022 , a multi-year spectrum release plan for commercial mobile, licence-exempt, satellite, and backhaul services.	Q1-Q2	○
Auction of residual spectrum licences in various bands that were unassigned in previous processes or returned to the Department.	Q1	○
Publish a decision on releasing millimetre wave spectrum to support 5G .	Q2-Q3	○
Hold auction of spectrum licences in the 600 MHz band that were repurposed from broadcasting to commercial mobile in a joint initiative with the U.S. Federal Communications Commission, with timelines pending release of <i>Technical, Policy and Licensing Framework for Spectrum in the 600 MHz Band</i> .	TBC	○
Publish consultation on proposals to introduce commercial mobile services in the 3500 MHz band .	TBC	○
Work with Canadian Heritage to undertake a review of the <i>Broadcasting Act</i> and Telecommunications Act , as announced in Budget 2017, to ensure that Canadians continue to benefit from an open and innovative Internet.	TBC	○



PROGRAM RISKS

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**, and that the Department lacks the necessary infrastructure to properly execute its monitoring and enforcement roles with next generation of wireless technologies and hyper connectivity. This risk is part of the Department’s Corporate Risk Profile.



PROGRAM HR CHALLENGES

RETENTION AND SUCCESSION PLANNING

There is a challenge in terms of maintaining operational capacity and **retaining individuals with specialized experience.**

Impact on deliverables/organization

- Talent management, succession planning, and systematic knowledge transfer are essential to maintaining the technical and analytical calibres that are required to successfully deliver on STS's commitments.

Strategies

- Strengthen development programs for employees in ENG and EL positions, including create an EN-ENG Development Program for STS engineers not included in the Communications Research Centre's EN-ENG Research Development Program.
- Improve organizational design and support employee mobility through developing new standardized job descriptions for ENG-02 to ENG-06 positions.
- Continue to support the EC Development Program.
- Maintain and sustain existing co-op programs to ensure access to critical and evolving skill sets, as well as foster the development of the next generation of talent.

Monitoring and Measuring

- EC and EL employees are successfully graduating from the Development Programs.
- Number of co-op students hired in STS.

Status



Communication Technologies, Research and Innovation

Spectrum and Telecommunications Sector (STS)

The Communications Technology, Research and Innovation program, through the [Communications Research Centre \(CRC\)](#), serves as the **federal centre of research excellence for advanced telecommunications**, focusing on spectrum and wireless R&D. The program provides **technical advice** to enable evidence-based decision-making and spectrum program management for ISED, as well as offers research and development support to other government departments. It enables innovation by **offering opportunities for industry/academia to license its intellectual property and technologies**, and by making its R&D results publically available. In addition, the **program partners with industry/academia** on strategic research and development collaborations to develop leading-edge technology to address global challenges facing Canada.

2018–19 KEY MAJOR DELIVERABLES

Canada is a location and destination of choice for investment, growth and tourism	Planned Timing	Status
Implement mission-oriented “ Grand Challenge ” research programs that deliver technology demonstrations or proofs-of-concept which strategically advance the government’s policy and operational capacity to manage Canada’s radio spectrum resource, and provide technical advice, validate and demonstrate next generation spectrum concepts: <ul style="list-style-type: none"> • Complete demonstration of 5G mm-Wave technology • Continue to build on research and development relating to 5G • Develop enhanced spectrum compliance and enforcement methodologies 	Q3-Q4 Q3-Q4 Q3-Q4	○ ○ ○
Increase and complement CRC skills and knowledge in the areas of wireless technology, big data, applications, and cloud computing , with a focus on establishing meaningful collaborations and partnerships as well as technology transfers with universities, private industry and other government departments in support of Canada’s innovation economy.	Ongoing	○
Leverage CRC’s broad scientific and technical capacity to enable ISED and other government departments and agencies such as the Department of National Defence (DND), Defence Research and Development Canada, Public Safety Canada, Canadian Security Intelligence Service and the Royal Canadian Mounted Police, to maximize the usage of radio spectrum in support of their critical operational mandates.	Ongoing	○
Provide analysis and synthesis of trends and implications of emerging technologies and applications (e.g. 5G) on the use of Spectrum through the integration of broad scientific and technical information, intramural research findings, and insights from leading experts in the field of wireless telecommunications	Ongoing	○
Continue to work with DND and Public Services and Procurement Canada to transfer the custodianship of the Shirleys Bay Campus in Ottawa from the CRC to DND in 2019–20.	Q1-Q4	○



PROGRAM RISKS

Due to factors such as funding and market availability, there is a **risk that the CRC will be unable to replace or maintain specialized equipment required by the nature of the CRC’s work**. The current mitigation strategy includes a Capital Investment Plan to ensure the active review and updating of scientific equipment based on research priorities and sound fiscal management.



Clean Technology and Clean Growth

Science and Research Sector (SRS)

This program **supports Canadian clean technology firms** to help them grow into global high-impact firms as part of Canada's transition to a low-carbon economy. The **Clean Growth Hub** – which was launched in January 2018 as part of Innovation Canada and in partnership with Natural Resources Canada (NRCan) – helps coordinate federal funding available to Canadian clean technology companies to fill the financing and program support gaps they face as they commercialize and scale-up, and improves service to clean technology companies across the country. The program provides **evidence-based analysis and advice** on clean technology in Canada and supports the **development of clean technology policy, outreach, and engagement**. The program also supports **data collection and regular reporting** to improve the Government of Canada's ability to target policies and programs for the production and adoption of clean technology. The program supports the development and demonstration of clean technology through its oversight of **Sustainable Development Technology Canada (SDTC)**.

2018–19 KEY MAJOR DELIVERABLES

Canada becomes a global leader in clean technologies	Planned Timing	Status
Contribute to clean technology financing policy development , working with BDC, EDC, GAC and Finance Canada on the framework for the \$1.4 billion in new financing for clean technology producers.	Ongoing	○
Through the Clean Growth Hub and in conjunction with other federal departments and agencies, actively help clean technology users and producers identify federal programs and supports most relevant to their needs and facilitate the coordination of federal funding available to Canadian clean technology users and producers.	Ongoing	○
Expand clean technology data analysis following first release of data in December 2017 through the Environmental and Clean Technology Products Economic Account, including additional work with Statistics Canada and NRCan to help identify the clean technology elements within the Account for priorities such as determining and measuring Canadian areas of clean technology specialization, exports, revenues and jobs.	Ongoing	○
Complete the implementation of the priorities identified in the FPT Working Group on Clean Growth joint 2-year work plan.	Q4	○
Complete status update on the clean technology, innovation and jobs pillar of the Pan-Canadian Framework (PCF) on Clean Growth and Climate Change to be included in the 2 nd annual report on the implementation of the PCF by December 2018.	Q3	○
Implement the Clean Technology international engagement strategy : <ul style="list-style-type: none"> • Trade and Investment Strategy – Continue to work with GAC and other federal partners on clean technology trade missions • Canada - United Kingdom – work with GAC, Environment and Climate Change Canada (ECCC) and NRCan to establish a clean innovation partnership, comprising both government officials and representatives from the private sector to advance clean innovation and clean and renewable energy • Canada - United States – Contribute to the ongoing NAFTA renegotiation process, engaging clean technology stakeholders and contributing to ministerial engagement • Canada – China – pursue a closer relationship with the Chinese National Development and Reform Commission (NDRC) on clean technology, noting existing engagement from ECCC with the Department of Climate Change within the NDRC and NRCan with the National Energy Administration (NEA), and continue discussions with Canadian partners and Chinese counterparts regarding the development of mechanisms to advance the commercialization and deployment of Canadian clean technology solutions in China, including under the Canada-China Clean Technology Working Group with the Chinese Ministry of Science and Technology (MoST) 	Ongoing Ongoing Ongoing	○ ○ ○
Provide oversight of Sustainable Development Technology Canada (SDTC) .	Ongoing	○



PROGRAM RISKS

The program includes the development of a **Clean Technology Data Strategy**. Due to the implementation timeline and complexity, **some clean technologies and their related goods and services may not be captured in early iterations of the program**. This is a shared risk with Statistics Canada. This could affect the quality of the macroeconomic indicators derived from some technologies, and affect disaggregation. In order to reduce the risk, other government departments have been and will continue to be regularly and systematically engaged in the data development efforts.

Given the innovative nature of the projects supported by **SDTC, a number of projects could be expected to fail and will not be commercialized**. While stakeholders' reactions have generally been positive since the announcement of the recapitalization of the SD Tech Fund announced in Budget 2017, certain projects may be subject to public scrutiny and others may not be selected for funding. SDTC has over 15 years of experience assessing and selecting projects for funding. It also has the capacity to acquire the necessary expertise as needed. All projects involve multiple collaborators. All projects include milestones and projected timelines. Funding is provided over time when milestones are reached.

The **Clean Growth Hub is an innovative new model and there is little precedent in the Government of Canada** for this model. Further, expectations are high on the part of federal partners, provinces/territories and industry stakeholders. Communications materials and stakeholder interactions will contain caveats and explanations of the value proposition of the Hub; the interdepartmental Hub team and its governance committees will also closely monitor the Hub's implementation and its successes and any opportunities for improvement.



Tourism Policy

Small Business, Tourism and Marketplace Services (SBTMS)

This program is responsible for **federal tourism policy development and integration**, including **Canada's New Tourism Vision**, to bring greater consistency to the policies and programs that support growth in the Canadian tourism sector. The program works with other federal government departments and agencies, tourism industry representatives, and provincial and territorial governments to address current and emerging tourism issues and opportunities in support of a competitive tourism sector in Canada. The program is also the **policy liaison between the Minister of ISED and Destination Canada**, and is the **federal secretariat for the Canadian Council of Tourism Ministers (CCTM)**.

2018–19 KEY MAJOR DELIVERABLES

Canada is a location and destination of choice for investment, growth and tourism	Planned Timing	Status
Continue to deliver on Canada's Tourism Vision through a government-wide approach, including through the Vision's Steering Committee and formal engagement with key stakeholders.	Ongoing	○
Work with other government departments (OGDs) to deliver on the Canada-China Tourism Strategy and deliver the Canada China Year of Tourism in 2018 (CCYT) : <ul style="list-style-type: none"> Progress with OGDs to maintain focus on China Strategy Action items Increase visibility for Canada as a destination of choice for the Chinese market, and support Canadian tourism operators to promote market readiness Support implementation of CCYT, including hosting the closing ceremony in China as well as a number of Canadian and international events to drive tourism to Canada 	Q1-Q4 Q1-Q4 Q1-Q4	○ ○ ○
Maintain and strengthen collaboration with provincial and territorial officials responsible for tourism, including progress with PTs to implement and report on the new FPT Tourism Strategy for collaboration (Nunavut Declaration): <ul style="list-style-type: none"> Organize and deliver a report on the FPT Tourism Strategy at meetings with officials and with members of the Canadian Council of Tourism Ministers in October 2018 in Alberta 	Q3	○
Work with Destination Canada who has commissioned a research project that will focus on providing an assessment of the Canadian tourism sector's competitive positioning , with an emphasis on opportunities and constraints, and recommend a roadmap of actions required for the sustained success of the tourism sector over the long term.	Q1-Q4	○

Internal Services

Internal Services support program delivery and/or are required to meet corporate obligations. For the purposes of ISED's 2018–19 Corporate Plan, major deliverables are presented under six general categories of Internal Services: Management and Oversight, Communications, Human Resources Management, Financial Management and Acquisitions; Real Property and Materiel; and Information Management and Information Technology.

Management And Oversight

2018–19 KEY DELIVERABLES

Includes strategic policy and planning, government relations, governance activities, investment planning, departmental project management and oversight, risk management, performance and reporting, internal audit, evaluation, legal services	Sector*	Inno2020 Link	Planned Timing	Status
<p>Foster the implementation of the Innovation and Skills Plan Charter (the Charter) across ISED, the Portfolio and other government departments (OGDs) by addressing critical data and information gaps, and ensuring a robust evidence base:</p> <ul style="list-style-type: none"> Support the Ministers at Cabinet, in stock take meetings with the Prime Minister, and at meetings of the Agenda, Results and Communications Committee and Ministerial Results Tables Implement data strategies that support the various components of the Charter for ISED, working with stakeholders across ISED and the Portfolio and ODGs Develop and maintain a platform to track targets and indicators of the Charter, as well as the underlying data Track mandate commitments by the Ministers and keep PCO informed of changes as per the government's <i>Policy on Results</i> Publically report results and the tracking towards targets in the Charter, ensuring alignment with the work of PCO, working across the Department and Portfolio to ensure continued awareness of the Government's results and delivery culture and to advise on the alignment of key documents to the Innovation Charter (i.e. Memoranda to Cabinet and Treasury Board (TB) Submissions) 	<p>SIPS OCS</p> <p>SIPS</p> <p>SIPS</p> <p>SIPS</p> <p>SIPS</p>	    	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	    
<p>+ Budget 2018 Develop a Memorandum to Cabinet to support Regional Development Agency (RDA) implementation of the Innovation and Skills Plan, exploring ways to simplify the existing suite of 22 programs offered by the RDAs, with a greater emphasis placed in helping firms scale up, develop new markets and expand, as well as assisting with the adoption of new technologies and processes.</p>	<p>SIPS</p>	<p>–</p>	<p>Ongoing</p>	

* By definition, internal services apply across the organization. While the key deliverables under internal services will typically require the participation of many sectors, for the purposes of reporting in the Corporate Plan, the sector lead is identified in this table.



Includes strategic policy and planning, government relations, governance activities, investment planning, departmental project management and oversight, risk management, performance and reporting, internal audit, evaluation, legal services	Sector*	Inno2020 Link	Planned Timing	Status
<p>Provide advice to senior management and the Minister, as well as OGDs, aimed at identifying and communicating ISED positions in the context of new or ongoing international trade discussions or negotiations, and supporting ratification and implementation of recently concluded trade negotiations, including:</p> <ul style="list-style-type: none"> • Exploratory discussions and ensuing negotiations related to a trade agreement with China • Renegotiation of the North American Free Trade Agreement • Canada's participation in the Trans-Pacific Partnership (TPP) 11 Agreement • Trade negotiations with a number of other trade partners, including India, Japan, Mercosur, ASEAN and the Pacific Alliance 	SIPS	-	Ongoing	
<p>In the context of Canada's G7 Presidency in 2018, and following the March 2018 Ministerial-level meeting of the G7 on Preparing for the Jobs of the Future, support related Leaders Track outcomes, including a Statement on Artificial Intelligence, a Statement on Stimulating Innovation, and agreement to advance multi-stakeholder exchanges on Artificial Intelligence.</p>	SIPS	-	Ongoing	
<p>Provide advice to ISED senior management and the Minister, as well as other federal, provincial and territorial (FPT) officials, on the implementation and operation of the Canadian Free Trade Agreement (CFTA) and work with FPT officials through committees and working groups (WG) established by the CFTA:</p> <ul style="list-style-type: none"> • Alcoholic Beverages WG to develop and prepare a report on recommendations to enhance the trade in alcoholic beverages within Canada by July 2018 • Regulatory Reconciliation and Cooperation Table to provide its first annual report by December 2018 on ongoing work to oversee FPT regulatory reconciliation and cooperation to reconcile regulatory measures that act as barriers to trade • WG on Economic Development Opportunities and Initiatives in the Territories Food Sector to develop options by April 2018 • Territorial Food Sector WG to provide recommendations by July 1, 2018 to address the challenges associated with producing healthy foods and mitigating the high costs of food for residents of the Territories 	SIPS	-	Q2	
	SIPS	-	Q3	
	SIPS	-	Q1	
	SIPS	-	Q2	

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Agile Workforce



Sound Stewardship



Operating as One

Includes strategic policy and planning, government relations, governance activities, investment planning, departmental project management and oversight, risk management, performance and reporting, internal audit, evaluation, legal services	Sector*	Inno2020 Link	Planned Timing	Status
<p>Provide advice to ISED Minister and senior management on horizontal portfolio and inter-governmental/FPT engagement, including secretariat support for the FPT Ministers of Innovation and Economic Development and various senior management committees:</p> <ul style="list-style-type: none"> Development and implementation of a horizontal FPT framework for the ISED portfolio Development of new horizontal reporting/dashboards to support portfolio reporting, including RDAs 	SIPS	–	Ongoing	
<p>Provide advice and guidance to program areas on their performance measurement activities so as to provide valuable insights to senior management and course correct where necessary:</p> <ul style="list-style-type: none"> Support implementation of Performance Information Profiles (PIPs) to help improve ISED programs, policies and services Facilitate review and approval process for PIPs through integration with ISED's Integrated Planning and Reporting cycle Provide targeted learning opportunities to programs to enhance capacity in the area of performance measurement Ensure outcomes and indicators identified in Treasury Board Submission Delivery and Expected Results Annexes meet quality standards and align with other performance measurement activities underway 	CMS AEB SIPS		Ongoing	
	CMS AEB SIPS		Ongoing	
	CMS AEB SIPS		Ongoing	
<p>Review ISED's integrated risk management approach against TBS requirements and best practices from the public and private sectors, with the goal of having a revised approach in place for the Department's 2019–20 Integrated Planning and Reporting cycle. Areas of focus include the process for identifying and mitigating corporate risks and sector-level risk management.</p>	CMS		Q3	
<p>Develop a management results framework to improve the Department's ability to measure and assess ISED's management capacity and progress toward Management Agenda priorities.</p>	CMS		Q3	
<p>Implement the 2017 Policy on Internal Audit, including the proactive disclosure of Departmental Audit Committee member expenses and remuneration, and the development and posting of performance results, as per the guidance provided by TBS.</p>	AEB		Ongoing	
<p>Implement the current year of the multi-year Risk Based-Audit Plan.</p>	AEB		Q1-Q4	
<p>Implement the current year of the five-year Departmental Evaluation Plan.</p>	AEB		Q1-Q4	

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Agile Workforce



Sound Stewardship



Operating as One

Communications

2018–19 KEY DELIVERABLES

Includes corporate identity, strategic communications and advice, publishing	Sector*	Inno2020 Link	Planned Timing	Status
Implement a regular forum for dialogue and engagement with ISED portfolio partners , to support playing a leadership role on major priorities such as the Canada-China Year of Tourism and on the Innovation and Skills Plan.	CMB		Ongoing	
Develop and implement a new design and look for ISED's rebranding .	CMB	–	Ongoing	
Implement a branch wide system for tracking and delivering on projects/deadlines, with a mechanism to identify gaps and for employees to offer solutions to internal processes and tools in need of improvement .	CMB		Ongoing	
Improve metrics to formalize and improve reporting and analysis of CMB work to measure success.	CMB		Ongoing	
Prioritize the use of digital tools – “digital by default” – to communicate with ISED employees.	CMB	–	Ongoing	

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RISKS

CMB is facing **difficulties keeping pace with technological needs**, hardware, software and audio-visual equipment required to support mobility, social engagement and production of leading marketing products and services. CMB is working with the CIO on a short term plan to address immediate needs, as well as a strategy for the longer term.



Agile Workforce



Sound Stewardship



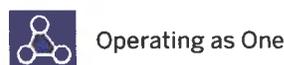
Operating as One

Human Resources Management

2018–19 KEY DELIVERABLES

Includes HR planning and reporting, organization design, job and position management, employee staffing and orientation, human resources systems, employee performance, learning, development and recognition	Sector*	Inno2020 Link	Planned Timing	Status
Collaborate with sectors to complete work needed to establish and staff new and changed organizational structures following the June 2017 departmental realignment, including organizational design for Innovation Canada.	CMS	-	Ongoing	
<p>Encourage employee development through the promotion of the talent management (TM) tool and strategy:</p> <ul style="list-style-type: none"> Obtain final Deputy Minister approval of the TM strategy and promote the strategy (including the tool and learning roadmap) Support use of the TM strategy by Sector Heads, who increasingly embed talent management in their people management practices, at all levels, with particular emphasis on EX feeder groups Continue use of Interchange Canada as a mechanism for bringing in and developing talent 	CMS		Ongoing	
	CMS		Ongoing	
	CMS		Ongoing	
<p>Encourage enterprise-wide approaches to renew ISED's workforce through recruitment and development:</p> <ul style="list-style-type: none"> Establish a new team focusing on talent acquisition and retention, i.e. planning future recruitment and attracting candidates at all levels Develop an ISED resourcing strategy and implementation plan, which will include measures to improve entry level and mid-career recruitment, target diversity needs and skills needs, and link to learning and TM strategies Continue a focus on improving student recruitment and experience, including by increasing student bridging Establish governance and oversight mechanisms for ISED development programs in addition to the EC Development Program Establish partnerships with employment equity organizations to drive inclusion and diversity at ISED 	CMS		Ongoing	
	CMS		Ongoing	
	CMS		Ongoing	
	CMS		Ongoing	
	CMS		Ongoing	
<p>Renew the departmental Official Languages (OL) strategy:</p> <ul style="list-style-type: none"> Renew ISED's OL action plan for 2018-2021, articulated around the 5 themes of the report Next Level: Normalizing a Culture of Inclusive Linguistic Duality in the Federal Public Service Workplace Implement a strategy to address linguistic profiles of ISED's supervisory and managerial positions 	CMS		Q4	
	CMS		Ongoing	

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Includes HR planning and reporting, organization design, job and position management, employee staffing and orientation, human resources systems, employee performance, learning, development and recognition	Sector*	Inno2020 Link	Planned Timing	Status
<p>Proceed with full departmental implementation of ISED's Key Positions Identification process and supporting tools:</p> <ul style="list-style-type: none"> Support clients to identify key positions and associated risk assessment to be completed by sectors by August 2018 Begin developing strategies and activities to address issues/priority areas, both department-wide and within sectors 	CMS		Q2	
	CMS		Ongoing	
<p>Develop a veterans hiring strategy aligned to ISED's resourcing strategy to support increased access to possible employment opportunities at ISED.</p>	CMS		Q4	
<p>Analyse, validate, communicate and align, as appropriate, results of the Public Service Employee Survey (PSES) and Public Service Employee Annual Survey (PSEAS) to support development of departmental and sector activities and plans to address issues raised:</p> <ul style="list-style-type: none"> Identify issues/priority areas and engage sectors to develop strategies and activities as appropriate and report on progress as part of year end reporting on HR plans Develop departmental approach, including departmental priorities and activities as appropriate Support the roll out of the 2018 PSEAS 	CMS		Q1-Q4	
	CMS		Q1-Q4	
	CMS		Q1-Q4	
<p>Improve respect, health, and inclusion in the workplace and promote a diverse workforce:</p> <ul style="list-style-type: none"> Put in place a new model for reporting incidents of harassment, drawing upon best practices from other organizations Develop a portal and promotional campaign to help employees and managers recognize and react to unacceptable behaviours Refine and promote the "21 day challenge" to help ISED embed the habit of giving and receiving effective feedback in daily work Analyze and develop responses to 2017 PSES results as needed, including through continued application of the Respectful, Healthy, and Inclusive Workplace (RHIW) strategy, and the Mental Health Strategy Hold diversity and inclusion events, articles, and training related to various diversity aspects (gender, sexual orientation, race, disabilities, anti-discrimination, religion, etc.) Promote and utilize existing diversity initiatives such as Positive Space, LiveWorkPlay, Indigenous Federal Employees Network, Youth with Disabilities Summer Employment Opportunity, and Indigenous Youth Summer Employment Opportunity Deliver Unconscious Bias online training Use performance measurement in the area of Diversity and Inclusion by implementing a departmental Diversity and Inclusion Roadmap and Scorecard 	CMS		Ongoing	
	CMS		Ongoing	
	CMS		Ongoing	
	CMS		Ongoing	
	CMS		Ongoing	
	CMS		Ongoing	
	CMS		Ongoing	
	CMS		Ongoing	

* By definition, internal services apply across the organization. While the key deliverables under internal services will typically require the participation of many sectors, for the purposes of reporting in the Corporate Plan, the sector lead is identified in this table.

Includes HR planning and reporting, organization design, job and position management, employee staffing and orientation, human resources systems, employee performance, learning, development and recognition	Sector*	Inno2020 Link	Planned Timing	Status
<p>Implement the departmental mental health (MH) strategy:</p> <ul style="list-style-type: none"> • Work collaboratively with the ISED Mental Health Champion to communicate the strategy across the department • Promote ISED initiatives (training, awareness sessions, campaigns, tools etc.) that aim to change the culture by supporting a healthy and respectful work environment and align with the 13 Workplace Factors • Review and update ISED's Hazard Prevention Program, incorporating the addition of psychological health and safety hazards 	CMS		Ongoing	
	CMS		Ongoing	
	CMS		Ongoing	
<p>Pursue activities following the initial launch of the Canadian Innovation Centre for Mental Health in the Workplace:</p> <ul style="list-style-type: none"> • Deliver seminars and workshops with leading experts in mental health and well-being, for all federal public servants, using technology to facilitate cross-government and national events that break down stigma, raise awareness, support employee well-being and mental health, and promote a change of culture • Provide a safe space for employees to share, offer support, as well as network and collaborate • Integrate the existing work of the TBS Center of Expertise on Mental Health in the Workplace 	CMS		Ongoing	
	CMS		Ongoing	
	CMS		Ongoing	
<p>Improve data and analytical support to human resources management:</p> <ul style="list-style-type: none"> • Improve the Business Intelligence (BI) solution for HR data by improving the quality and analysis of HR data and the way it is shared with clients to enhance data-based decision making • Participate and influence Government-wide direction as an early adopter in the TBS My GCHR BI Pilot 	CMS		Ongoing	
	CMS		Ongoing	

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Includes HR planning and reporting, organization design, job and position management, employee staffing and orientation, human resources systems, employee performance, learning, development and recognition	Sector*	Inno2020 Link	Planned Timing	Status
<p>Support employee participation in initiatives related to building a culture of innovation, employee involvement/ownership and professional development through the ISED Managers Community (ISEDMC), ISED Inclusion Committee, and InterConnex:</p> <ul style="list-style-type: none"> ISEDMC will continue to seek feedback from managers across the department on their top challenges, priorities and interests through its "Managers Pulse" activity ISEDMC will help advance the Innovation 2020 agenda by supporting implementation of various corporate initiatives, including continuing to publicize and educate managers on the Respectful, Healthy and Inclusive Workplace and student hiring, and promoting awareness of inclusiveness through mental health and innovation panel discussions and special events Enhance partnership with InterConnex to support initiatives that encourage employees' and managers' growth including mentoring and Take Me with You Initiatives Hold design thinking sessions with employees (particularly from the four employment equity (EE) groups and members of the LGBTQ2+ communities) following the release of PSES results to get a better understanding of diversity and inclusion-related issues, and build strategies and priorities for 2018–19 and 2018–21 Promote and encourage adoption of the Guide to Supporting Transgender Employees 	CMS		Q1	
	CMS		Ongoing	
	CMS		Ongoing	
	CMS		Ongoing	
	CMS		Ongoing	
Through a network of ISED portfolio HR contacts, identify opportunities to coordinate and improve HR management across the portfolio , including collaborative projects with concrete short- and long-term deliverables.	CMS		Q1-Q4	
Complete the third year of the HR Business Transformation Strategy :	CMS		Q1-Q4	
<ul style="list-style-type: none"> Establish a new directorate focused on talent and retention, integrating existing HR programs with new resources to drive a coordinated departmental resourcing strategy 	CMS		Q1-Q4	
<ul style="list-style-type: none"> Complete pilots of new tools for the Integrated HR-Finance Planned Staffing process 	CMS		Q1-Q4	

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Agile Workforce



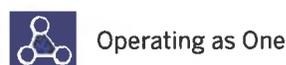
Sound Stewardship



Operating as One

Includes HR planning and reporting, organization design, job and position management, employee staffing and orientation, human resources systems, employee performance, learning, development and recognition	Sector*	Inno2020 Link	Planned Timing	Status
Support HR-to-Pay Stabilization:				
<ul style="list-style-type: none"> Promote and track HR-to-Pay Stabilization for employees, managers, and HR specialists 	CMS		Q1-Q4	
<ul style="list-style-type: none"> Complete participation in a pilot of a new operational model for Pay Centre service delivery 	CMS		Q1-Q4	
<ul style="list-style-type: none"> Collaborate with the Office of the Chief Human Resources Officer (OCHRO) on streamlining pay processes, beginning with acting appointments, employee transfers, and terminations 	CMS		Q1-Q4	
<ul style="list-style-type: none"> Actively participate in DM, ADM, and DG levels of the HR-to-Pay Stabilization governance structure, and support implementation of the Government-wide HR-to-Pay Stabilization Plan 	CMS		Q1-Q4	
<ul style="list-style-type: none"> Work with central agencies on identifying and implementing solutions to system issues through root cause analyses 	CMS		Q1-Q4	
Through the HR Service Centre and Liaison office, continue to address post-implementation issues stemming from Pay Transformation and adoption of My GCHR by improving data integrity monitoring, processing pay related transactions, and helping employees with pay issues.	CMS	-	Ongoing	
Pending direction from TBS, resume participation in the collective bargaining process .	CMS	-	TBD	
Prepare for PA group conversion:				
<ul style="list-style-type: none"> Complete data analysis of positions in the PA group, where AS, CR, IS and PM are approximately 1/3 of all ISED positions 	CMS	-	TBD	
<ul style="list-style-type: none"> Define overall project structure and begin job evaluations, in coordination with direction from OCHRO 	CMS	-	TBD	
Establish and begin implementing a three-year standardized job description strategy for the department.	CMS	-	TBD	
Promote employee recognition and awards:				
<ul style="list-style-type: none"> Coordinate the DM and associate DMs Award and Merit, including the 2018 awards ceremony 	CMS	-	TBD	
<ul style="list-style-type: none"> Promote use of relevant awards for ISED employees and recognize long service as a key element of employee engagement and retention 	CMS	-	TBD	

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HR CHALLENGES

WORKPLACE WELL-BEING

Sustained high workload related to government-wide HR transformation initiatives is having an impact on employee health and engagement.

Impact on deliverables/organization

- The diversion of effort and resources to address issues with Pay Transformation has been significant, and will continue through 2018–19 as the department continues to do all it can to support employees. Other transformation initiatives, including HR Modernization and HRB's own Business Transformation Strategy have also contributed to a sense of pervasive and relentless change.

Strategies

- Retain additional staff to support pay and other HR transformation.
- Complete process streamlining to reduce process-related workload.
- Take steps to address 2017 PSES results, including relevant links to the departmental mental health strategy.

Monitoring and Measuring

- Number of additional staff.
- Number of processes streamlined.
- HRB PSES results analysis; dialogue and actions taken by managers and employees on mental health in HRB by mid-2018–19.

Status

RETENTION

Positions requiring skills and experience in labour relations, classification, and HR planning remain difficult to staff. Also, skills in writing, business acumen, and HR data analytics are needed across HRB, which is competing for talent with other areas with positions in groups that have higher compensation levels (e.g., EC, CO).

Impact on deliverables/organization

- Turnover and vacancies are acutely felt when capacity is needed to address peak workloads during government-wide initiatives, such as PA Classification Conversion and the Public Service Employee Survey.

Strategies

- Recruitment of entry-level staff with potential to grow, e.g. via the PE development program.
- Use of talent management discussions to help direct training and collaboration opportunities within the branch.
- Consider employees in other groups (e.g. EC, CO, PM) with relevant skills (writing, analysis) for relevant vacancies.

Monitoring and Measuring

- Number of entry-level staff hired and/or promoted in the PEDP.
- Completion of semi-annual HRB review panel and talent discussions.
- Number of employees in groups other than AS, CR, or PE hired into AS, CR, or PE positions.

Status



HR CHALLENGES

STAFFING AND RECRUITMENT

Turnover in **administrative positions** (EA and financial admin) is relatively high in the Human Resources Branch (HRB), and it has proven **difficult to retain talented staff in those positions**.

Impact on deliverables/organization

- Administrative positions are critical to program delivery, and frequent staffing efforts divert time and effort from other files.

Strategies

- Seek to partner with colleges in an attempt to connect qualified graduates of administrative programs to available jobs.

Monitoring and Measuring

- Information on administrative programs with potential candidates is readily available to hiring managers by mid 2018–19.

Status 

Financial Management and Acquisitions

2018–19 KEY DELIVERABLES

Includes financial planning and budgeting, expenditure control, contract management, monitoring and reporting, acquisition policy and procedures	Sector*	Inno2020 Link	Planned Timing	Status
Through ISED's Grants and Contributions (G&C) Centre of Expertise, participate in the departmental consultations on an updated Transfer Payment Policy that TBS is to launch in 2018–19, with information to be shared and discussed with the G&C Network .	CMS		Q1-Q4	
Coordinate ministerial briefing materials for the Estimates on behalf of all the portfolio organizations, i.e. prepare briefing notes for each Minister for the 2018–19 Main Estimates and Supplementary Estimates as well as Parliamentary Committee materials based on invitations by the Standing Committee on Industry, Science and Technology (INDU).	CMS		Ongoing	
Coordinate the 2018–19 Operational Budget allocation process for the department taking into consideration sectors' unfunded priorities and pressures.	CMS	–	Q1 (April 30, 2018)	
Work with sectors on the implementation of Budget 2018 items (MC and TB submissions) including timely inclusion in the Estimates process.	CMS	–	TBD	
Provide monthly reports of the department's financial situation to ensure sound management of the resources allocated, with the production and presentation of reports to governance committees at key periods (3, 6, 9 and year-end).	CMS	–	Q1-Q4	
Align the financial coding and reporting (Public Account, Trial Balance, Future Oriented Statement of Operations (FOSO) and Financial Statements) to meet the new structure approved as part of the Departmental Results Framework .	CMS		Q1	
Continue to ensure that all requirements outlined in the Financial Management Policy Suite are fully implemented and that our business processes and internal policies are aligned.	CMS		Ongoing	
Implement proactive disclosure of all travel and hospitality information for senior management on the Open Data Portal .	CMS		Q3	
As part of ISED's ongoing business process improvement efforts to increase departmental efficiencies, automate processing, and reduce costs, automate the procurement and payment processes by leveraging the electronic approval and processing capabilities within ISED's financial system.	CMS	–	Ongoing	
Complete the review of all Financial Signing Authority Cards to ensure departmental compliance with the Financial Control Framework .	CMS		Q3-Q4	
Implement a revised Departmental Departure Process to make it more efficient and automated and align monitoring as needed.	CMS		Q3	
Implement a new monitoring process for Pay transactions as per the TBS guideline on Financial Management of Pay Administration.	CMS		Q3	

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Real Property and Materiel

2018–19 KEY DELIVERABLES

Includes office fit-up and maintenance, accommodation services, real property policy and procedures, physical security, materiel planning, policy and procedures	Sector*	Inno2020 Link	Planned Timing	Status
Implement the office moving plans at ISED Headquarters in support of the 2017 departmental realignment, to accommodate teams and programs in line with the new organizational structure.	CMS		Q1-Q4	
Continue to implement the National Accommodation Strategy/ Workplace 2.0 (WP2.0) project and reduce ISED's occupancy to ensure the Department remains within its space envelope, avoids ongoing costs and maximizes potential benefits of the Government of Canada modernization and space savings initiatives, focusing on the WP2.0 optimization/space reduction initiatives: Moncton (NB), Dartmouth (NS), Sherbrooke (QC), Hamilton (ON), London (ON), Winnipeg (MB) and Vancouver (BC)	CMS		Q1-Q4	
Complete the annual update of the TBS Directory of Federal Real Property (DFRP) by December 28, 2018.	CMS STS	-	Q3	
Complete the 2018 publication of ISED's National Asbestos Inventory by September 28, 2018 for ISED properties that are smaller than 15 m2, identifying any known to contain asbestos and whether an asbestos management plan is in place.	CMS STS	-	Q2	
Continue to advance ISED's interests in the Federal Contaminated Sites Long Term Strategy , including participation in the Federal Contaminated Sites Action Plan sun-setting in 2020, and updates to the Contaminated Sites Inventory.	CMS STS	-	Ongoing	
Continue to represent and provide ISED information for the TBS Horizontal Fixed Assets Review , which is looking to identify ways to enhance or generate greater value from government assets. ISED is part of Phase I, which involves Science and Technology Assets.	CMS STS	-	Ongoing	

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RISKS

There is a **risk that C.D. How** may not be able to accommodate increased staffing stemming from the **departmental realignment** unless Workplace 2.0 reconfigurations continue in floors that were not included as a priority in the 2017 Move Plan.



Agile Workforce



Sound Stewardship



Operating as One



HR CHALLENGES

WORKPLACE WELL-BEING

The **Corporate Facilities Directorate Organizational Design needs to be revisited**, i.e. work descriptions need to be updated, classifications need to be reviewed and roles and reporting relationships need to be realigned.

Impact on deliverables/organization

- The review seeks to ensure that the Branch can continue to deliver its mandate with efficiency and accountability.

Strategies

- In partnership with HRB, engage in a Classification Review of all positions in the Corporate Facilities Directorate and the Security Services Directorate.

Monitoring and Measuring

- Number of work descriptions updated.
- Number of classifications changed.
- Number of complaints/grievances.
- Employee feedback.
- Financial impact (salary differential).

Status

Information Management and Information Technology

2018–19 KEY DELIVERABLES

Includes records and data management services, IM program management, business intelligence and decision support services, IT program management, IT security, telecommunications network, application development and maintenance	Sector*	Inno2020 Link	Planned Timing	Status
<p>Implement the "Digital Office":</p> <ul style="list-style-type: none"> • Establish "Smart Communication" enabling awareness, engagement and keeping ISED staff informed <ul style="list-style-type: none"> – Complete the installation and configuration of digital display screens providing ISED with the ability to post real-time content and communiqués – Engage with sectors and CMB to define and implement an end-to-end content management process and oversight • Implement meeting room technology enabling simple and efficient collaboration <ul style="list-style-type: none"> – Complete installation and configuration of Surface Hubs (interactive whiteboards) in boardrooms with touchscreen, annotation and telecommunication capabilities – Complete the integration with Skype for Business, including wireless presentation capabilities – Complete installation of boardroom scheduling panels in corporate boardrooms, enabling modern boardroom management • Promote innovative technology enabling a paperless office, mobility and collaboration <ul style="list-style-type: none"> – Continue the deployment of portable devices for employees based on user profiles and business requirements – Continue the deployment of Office 365 services for all employees to allow for enhanced collaboration, mobility, and cloud storage – Improve remote access services enhancing the user mobility experience 	DTSS		Q1	
	DTSS		Q1	
	DTSS		Q4	
	DTSS		Q4	
	DTSS		Q4	
	DTSS		Q4	
	DTSS		Q4	
	DTSS		Q2	

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Operating as One

Includes records and data management services, IM program management, business intelligence and decision support services, IT program management, IT security, telecommunications network, application development and maintenance	Sector*	Inno2020 Link	Planned Timing	Status
<ul style="list-style-type: none"> Establish and Manage a Workplace Transformation Program <ul style="list-style-type: none"> Modernize ISED's support model and tools with a kiosk-style approach, including a 'digital lounge' as a technology showcase and support centre Evolve customer IT support services through enhanced user experience in a modern digital office environment and effective VIP services Identify and establish a deployment roadmap for innovative IT Support Desk technologies such as machine learning and 'chatbot', and online tracking of service requests Define and implement people change management strategies to support the transition to working in a digital office Implement a branding for the Digital Office and deliver continuous communications including user training materials Ensure continuous engagement with sectors to align technology solutions with business needs (e.g. specialized computers for graphic designers and CMB's video production team) Complete the definition and implementation of corresponding Digital Office support services 	DTSS		Q4	
	DTSS		Q4	
	DTSS		Q2	
	DTSS		Q1	
	DTSS		Q4	
	DTSS		Q4	
	DTSS		Q2	
<p>Implement the Government of Canada Directive on Open Government:</p> <ul style="list-style-type: none"> Proceed with work based on the Department's plan for the development of information governance processes and assignment of senior lead roles and other resource needs Continue sector consultations to determine eligibility of datasets for the Open Government Portal and to update the Open Data Inventory, as well as work to increase the quality of existing content through regular updates Continue to produce awareness materials and participate in TBS-led working groups Develop a methodology (currently not available) for the removal of access restrictions pending direction from Library and Archives Canada and TBS Begin work on an inventory in support of Open Information that is due for October 2018 Implement information governance strategies resulting from the review of the Information Governance Framework 	DTSS		Q4	
DTSS		Ongoing		
DTSS		Ongoing		
DTSS		Ongoing		
DTSS		Q2		
DTSS		Q4		

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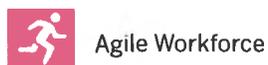
Sound Stewardship



Operating as One

Includes records and data management services, IM program management, business intelligence and decision support services, IT program management, IT security, telecommunications network, application development and maintenance	Sector*	Inno2020 Link	Planned Timing	Status
Continue implementation of GCdocs , the electronic document and records management solution for the Government of Canada:				
<ul style="list-style-type: none"> • Monitor the execution of Communications and Organizational change management plans for continuous improvements 	DTSS		Ongoing	
<ul style="list-style-type: none"> • Continue to deliver training on an ongoing basis with each sector deployment 	DTSS		Ongoing	
<ul style="list-style-type: none"> • Complete sector-specific architecture consultations and implement and validate resulting information architecture 			Ongoing	
<ul style="list-style-type: none"> • In light of the department-wide realignment, complete further architectural review for new and affected sectors 	DTSS		Ongoing	
<ul style="list-style-type: none"> • Complete the phased migration, rollout & deployment of remaining ISED sectors to GCdocs, both for users and their shared drive document holdings 	DTSS		Ongoing	
Continue to implement the five-year Business Analytics Roadmap , which establishes the foundational elements to enable increased horizontal data sharing and harness the value of Big Data :				
<ul style="list-style-type: none"> • Complete implementation of Master Data Management to support the Business Analytics Roadmap 	DTSS		Ongoing	
<ul style="list-style-type: none"> • Continue working on data governance with other partners across ISED (Results and Delivery Unit, Innovation Canada) 	DTSS		Ongoing	
<ul style="list-style-type: none"> • Continue to support Innovation Canada and other ISED sectors through analytics solutions such as Big Data and Machine Learning 	DTSS		Ongoing	
<ul style="list-style-type: none"> • Continue to implement a Corporate Data Warehouse for the Canadian Intellectual Property Office through their Corporate Business Intelligence initiative 	DTSS		Ongoing	
Continue to review IM resources required and build capacity to ensure appropriate delivery of key IM priorities such as GCdocs as well as IM activities that support changes to the organizational structure or program activities of the Department.	DTSS	–	Ongoing	
Complete an architectural review of the ISED and Government of Canada Digital Platform to facilitate ISED's ability to capitalize on digital technologies, support agile and application development methodologies and respond to Canadians' needs more quickly.	DTSS	–	Ongoing	
Continue implementation of a new Agile methodology for the purpose of promoting innovation and accelerating the conceptualization, design and implementation of digital solutions while effectively managing risk.	DTSS	–	Ongoing	

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Agile Workforce



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Operating as One



RISKS

There is a risk that the Department's priority IT-enabled investments will be delayed by insufficient access to Government of Canada Data Centres and other enterprise capacity and services offered by Shared Services Canada (SSC). This risk is part of the Department's Corporate Risk Profile.

In addition, there is a risk that **inadequate tools and knowledge to manage departmental information may lead to the unauthorized release of sensitive information** and damage the Department's reputation and credibility. This risk is part of the Department's Corporate Risk Profile and is co-led by CMS.



HR CHALLENGES

TRAINING AND DEVELOPMENT, TALENT MANAGEMENT

A gap analysis of CIO identified: the need to renew and maintain management capacity at the supervisory and middle-management levels; a critical shortage of competencies and technical expertise in transformation and legacy applications; and that some areas are supported primarily by contractors/external resources.

Impact on deliverables/organization

- Resource issues and competing priorities can contribute to project delays and client dissatisfaction. Simply adding resources will not always solve schedule delays as aging solution architectures cannot always be accessed concurrently by multiple sources. Knowledge loss can occur when contractors/external resources leave. DTSS-CIO may not currently have all the skillsets needed to successfully implement and support the new technologies and accelerated digital solution development methodologies being introduced in the Department.

Strategies

- Hire new employees with business and technical expertise and invest in business and technical formal training.
- Continue to invest in talent management and succession planning.
- Identify current skills profiles of employees and any critical contractor roles/profiles that should be performed by ISED employees, and identify learning priorities and update employee talent management and learning plans accordingly.
- Invest in retraining existing employees with targeted technical skills.
- Provide short and longer term at-level and acting assignments.
- Identify entry level roles for student co-op placements.
- Establish strategy for attracting and "protecting" employees to temporary IT Modernization project roles.
- Use collective staffing processes to fill entry-level positions and maintain pools for in-demand positions.

Monitoring and Measuring

- On a quarterly basis, provide statistics on the following:
 - Learning gaps identified
 - Learning plans developed and updated to build skills in demand
 - Number of Students hired
 - Number of positions staffed
 - Investment in formal training
 - Number of assignments
 - Participation in collective staffing processes

Status



HR CHALLENGES

OFFICIAL LANGUAGES

The requirement for all supervisory positions to have an official language profile of CBC negatively impacts the organization's ability to recruit staff possessing the necessary technical and leadership expertise, as well as the soft skills required to lead effectively in a fast-paced environment focused on innovation. As well, 27% of employees in bilingual positions have expired linguistic profile results, of which 19.7% are in the EX feeder group (EX -1 and EX -2).

Impact on deliverables/organization

- A deterioration of bilingual capacity impacts succession planning, talent management efforts and services offered. It also hinders the organization's ability to make strategic or talent management staffing actions such as promotions, acting appointments and lateral movements. Furthermore, employees are entitled to be supervised in the official language of their choice.

Strategies

- Continue the tracking of expired language results and identify an action plan for each case that is aligned with talent management.
- Promote use of second language at work and encourage self-directed language learning.
- Update linguistic profile of positions upon vacancy and prior to staffing.

Monitoring and Measuring

- On a quarterly basis, provide a status update on progress against the action plan.

Status

