Innovation, Science and
Economic Development Canada

Innovation, Sciences et
Développement économique Canada

2018–19
CORPORATE PLAN
**ANNUAL PRIORITIES AND
INVESTMENT PLANNING**

Canada

Contents
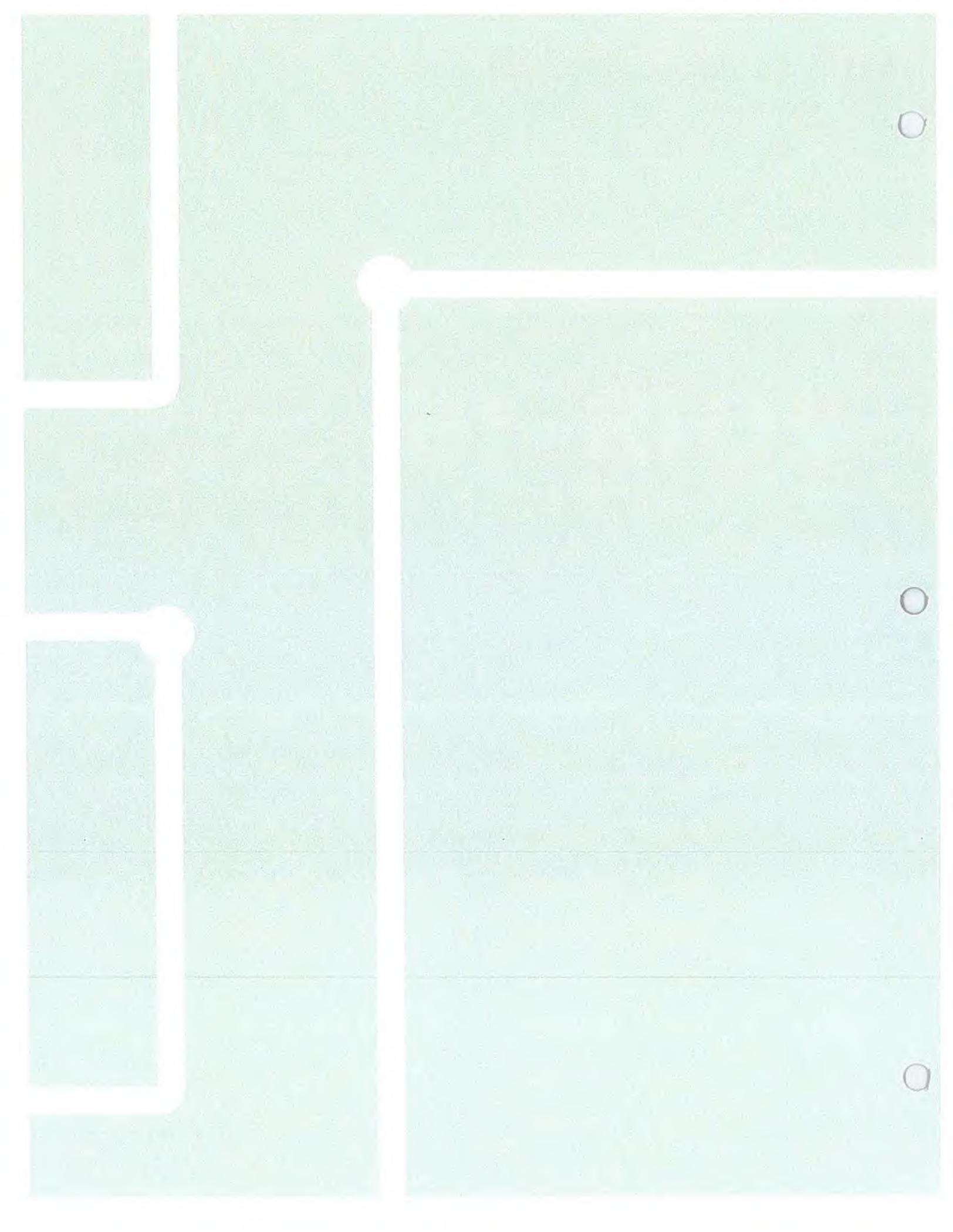
Additional information is available in the 2018–19 Corporate Plan Companion Document: Annexes. It provides more detailed information by program, information on planned investments in assets, services, and projects, as well as Innovation, Science and Economic Development Canada's 2018–19 corporate risks and related action plans.

Message from the Deputy Ministers

Dear colleagues,

Over the past year, we have supported our ministers to deliver key program announcements under Canada's Innovation and Skills Plan, such as the Innovation Superclusters Initiative, the Strategic Innovation Fund and the Innovation Canada one-stop shop for Canadian businesses. Through a variety of programs we expanded our work to improve Canadians' ability to participate in the digital economy. We supported the Government's consultations to hear from small business owners from across the country on ways to build a fairer tax system for middle class Canadians, as well as work across the Portfolio to encourage more women to pursue entrepreneurship. The Office of the Chief Science Advisor was established, work was undertaken to implement the historic investments in science secured in Budget 2018 to provide additional support to world-class researchers and institutions, and significant progress was also achieved in year-one of Canada's Tourism Vision.

The Innovation, Science and Economic Development Canada (ISED) 2018–19 Corporate Plan outlines our priorities for the year as we support Budget 2018 commitments and continue to implement the next steps of the Innovation and Skills Plan. In 2018–19, we will further strengthen and leverage our new set of programs as we work to enhance Canada's innovation performance. We will also develop a Digital Research Infrastructure Strategy that will strengthen Canada's reputation as a global leader in science, research and innovation, as well as a national strategy that manages and protects intellectual property to give businesses the confidence they need to grow and take risks. We will deliver Canada's first Women Entrepreneurship Strategy, working with the regional development agencies to provide nationally coordinated, regionally tailored support for women entrepreneurs.

We will also continue to implement Canada's Tourism Vision, including activities for the Canada–China Year of Tourism.

To enable the Department to deliver its priorities and achieve its innovation mandate, we will continue to implement our Organizing for Success initiative. ISED continuously strives to offer an innovative, harassment-free, respectful and healthy workplace that supports the development of each and every employee. In 2018–19, we will improve our governance and management practices to promote management excellence and the achievement of departmental results.

We are proud to count on a highly dedicated, professional workforce to continue to provide our best advice and support to ISED's ministers and offer efficient, targeted services to Canadians, businesses and innovators.

John Knubley
Deputy Minister

Guylaine F. Roy
Deputy Minister

David McGovern
Associate Deputy Minister

Paul Thompson
Associate Deputy Minister

About this Plan

The 2018–19 Corporate Plan for Innovation, Science and Economic Development Canada (ISED) sets out our direction and business priorities for the year, integrating investment and business planning, risk management and human resource strategies.

The Corporate Plan is developed annually based on information senior management provides through our Integrated Business Planning cycle. It is discussed and endorsed by senior governance committees including the Departmental Management Committee, the Director General Policy Committee, the Director General Management Advisory Committee, the Resource Management Committee and the Investment Oversight Committee.

The Corporate Plan complements and aligns with other departmental planning and reporting documents, such as the Departmental Plan and the Information Technology (IT) Plan. It also encompasses ISED's Corporate Risk Profile and Investment Plan, describing and putting into context planned investments in assets, acquired services and projects that are affordable and achievable. In this way, the Corporate Plan contributes to the Department's compliance with the Treasury Board *Policy on Investment Planning— Assets and Acquired Services* and *Policy*

on the Management of Projects and their associated standards.

The Corporate Plan is an internal document shared with all employees through ISED's intranet. The 2018–19 Corporate Plan has been restructured to align with our new Departmental Results Framework, which was approved by the Treasury Board in October 2017. It also reflects the changes implemented through our 2017 organizational realignment. These transformations have been driven by the Government's efforts to fundamentally reshape how innovation is supported in Canada. Our 2018–19 Corporate Plan mirrors that focus on strengthening support of the innovation agenda.

To increase accountability, the Corporate Plan is formally monitored and reported on during the fiscal year. We will be implementing a revised monitoring approach in 2018–19, following consultations with sectors.

About ISED

MANDATE

ISED helps Canadian businesses grow, innovate and expand so they can create good-quality jobs and wealth for Canadians. It also supports science research and the integration of scientific considerations into investment and policy choices. The Department helps small businesses grow through trade and innovation and promotes increased tourism in Canada. The Department also works to position Canada as a global centre for innovation where investments support clean and inclusive growth, the middle class prospers through more job opportunities and companies become global leaders.

ISED's efforts focus on improving conditions for investment, supporting science, helping small- and medium-sized businesses grow, building capacity for clean and sustainable technologies and processes, increasing Canada's share of global trade, promoting tourism, and building an efficient and competitive marketplace.

MISSION

ISED's mission is to foster a growing, competitive and knowledge-based Canadian economy.

RAISON D'ÊTRE

ISED works with Canadians in all areas of the economy and in all parts of the country to improve conditions for investment, enhance Canada's innovation performance, increase Canada's share of global trade and build a fair, efficient and competitive marketplace. ISED is the federal institution that leads the Innovation, Science and Economic Development portfolio.
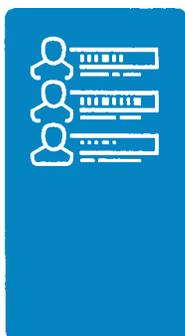
PEOPLE

TOTAL FULL-TIME
EMPLOYEES:

4,989*

BUDGET

2018–19 BUDGET:

$2,904,881,438*

* Source: **ISED's** 2018–19 Departmental Plan

CORPORATE PROFILE

Innovation, Science and Economic Development Portfolio

- Atlantic Canada Opportunities Agency (ACOA)
- Business Development Bank of Canada (BDC)
- Canada Economic Development for Quebec Regions (CED)
- Canadian Northern Economic Development Agency (CanNor)
- Canadian Space Agency (CSA)
- Competition Tribunal (CT)
- Copyright Board of Canada (CB)
- Destination Canada (DC) (formerly known as the Canadian Tourism Commission)
- Federal Economic Development Agency for Southern Ontario (FedDev Ontario)
- Federal Economic Development Initiative for Northern Ontario (FedNor)
- National Research Council Canada (NRC)
- Natural Sciences and Engineering Research Council of Canada (NSERC)
- Social Sciences and Humanities Research Council of Canada (SSHRC)
- Standards Council of Canada (SCC)
- Statistics Canada (StatCan)
- Western Economic Diversification Canada (WD)

Regional Offices

- Atlantic Region
- Quebec Region
- Ontario Region
- Prairie and Northern Region
- Pacific Region

HOW WE'RE STRUCTURED

Launched in June 2017, the Organizing for Success initiative aims to ensure ISED has the right structure, processes and culture in place to support our departmental priorities and the mandates of ISED's four ministers.

The initiative announcement included a new departmental structure for ISED to help realign priorities and work across the Department with a focus on delivering Canada's Innovation and Skills Plan and helping

the Government of Canada serve businesses better. The revised structure is outlined here.

John Knubley
Deputy Minister

Guylaine F. Roy
Deputy Minister

David McGovern
Associate Deputy Minister

Paul Thompson
Associate Deputy Minister

Mitch Davies
Senior Assistant Deputy Minister

Paul Halucha
Senior Assistant Deputy Minister

Lisa Setlakwe
Senior Assistant Deputy Minister

Strategy and Innovation Policy Sector (SIPS)

Andrea Johnston
Assistant Deputy Minister

Eric Dagenais
Assistant Deputy Minister

Innovation Canada Sector (ICS)

Industry Sector (IS)

Johanne Bélisle
Commissioner of Patents, Registrar of Trade-marks and CEO

Canadian Intellectual Property Office (CIPO)

Matthew Boswell
Interim Commissioner of Competition

Competition Bureau (CB)

Philippe Thompson
Assistant Deputy Minister & Chief Financial Officer

Corporate Management Sector (CMS)

Aneeta Bains
Assistant Deputy Minister

Digital Transformation Service Sector (DTSS)

Frances McRae
Assistant Deputy Minister

Small Business, Tourism and Marketplace Services (SBTMS)

Nipun Vats
Assistant Deputy Minister

Science and Research Sector (SRS)

Fiona Gilfillan
Assistant Deputy Minister

Spectrum and Telecommunications Sector (STS)

Michelle Gravelle
Director General

Audit and Evaluation Branch (AEB)

Kelly Acton
Director General

Communications and Marketing Branch (CMB)

Alain Vauclair
Executive Director and Senior General Counsel

Legal Services (LS)

Shelley Dooher
Corporate Secretary

Office of the Corporate Secretary (OCS)

OUR CORPORATE GOVERNANCE FRAMEWORK

Our governance model is designed to ensure we manage our activities and decisions coherently and strategically. It also helps officials in the department fulfill their collective responsibility of ensuring sound, strategic management of all ISED affairs.

Our integrated approach to governance aligns departmental priorities, resources and activities, and reflects individual and collective responsibilities and accountabilities. It strikes a balance among corporate mechanisms, ensuring consistent management of ISED affairs and the flexibility our sectors require to effectively deliver programs and services to customers and clients.

Corporate risks

Integrated risk management is a key part of our corporate governance framework. It enhances operational effectiveness and strengthens departmental accountability and governance. Our approach to risk management gives managers and employees an integrated method for proactively managing risk and ensuring key risks related to our policy, regulatory, program, investment and management activities are identified, assessed, mitigated and communicated.

Information on ISED's 2018–19 Corporate Risk Profile (including planned mitigation strategies) is available in Annex 3 of the 2018–19 Corporate Plan Companion Document.

Investments

Our investment planning framework is designed to provide ongoing and comprehensive oversight of investments throughout their lifecycle. Our governance committees function within this structure as the primary mechanism through which senior management exercises its collective responsibility to set priorities, manage change and make strategic decisions about investments and resources.

Oversight of our investments is ensured by the corporate governance structures established to monitor investment activities, and by the mechanisms in place at the operational level to track assets and acquired services and manage projects. Details on ISED's Investment Plan are provided in Annex 2 of the Corporate Plan Companion Document.

Our Operating Context

CANADA'S INNOVATION AND SKILLS PLAN

Canada's Innovation and Skills Plan (ISP) is an ambitious effort to make our country a world-leading centre of innovation, create well-paying jobs and strengthen and grow the middle class by focusing on four interconnected and mutually reinforcing themes:

- People and skills
- Research, technology and commercialization
- Investment and scale-up
- Program simplification

Our work to advance the implementation of the ISP Charter will continue in 2018–19. Highlights include furthering the Innovation Superclusters Initiative, which is strengthening Canada's most promising clusters and accelerating economic growth in innovative industries; Economic Strategy Tables, which will provide strategic advice to make businesses in key Canadian sectors more profitable and competitive; and the Innovation Canada web platform, which will help innovators find the government offerings that meet their needs.

RESULTS AND DELIVERY

The Government of Canada's Results and Delivery Approach focuses on the identification and delivery of Top Government-Wide Priorities. Under this government-wide initiative "a new culture of measurement and reporting would be put in place, along with the tools to deliver on priorities, to align resources to programs and activities that deliver real value to Canadians and provide meaningful information to Canadians and Parliament." The Government identified 12 priorities under four overarching themes and ISED was identified as the lead department for the whole of government priority of *Jobs and Innovation*.

ISED continues to build a data and results culture which will enable us to better inform and serve Canadians. We monitor the implementation of the key programs and initiatives across government which are part of the Innovation and Skills Plan to ensure timely reporting of our progress in achieving results. Our contributions to other charters are noted, and we publicly communicate our results through the Innovation and Skills Plan Results Portal. To address critical data and information gaps, we will establish and implement an ISED data strategy and data inventory, working with stakeholders across ISED, Portfolio and other government departments.

SUSTAINABLE DEVELOPMENT

The Government recognizes that a clean environment and a strong economy go hand in hand, as reflected in the 2016–19 Federal Sustainable Development Strategy (FSDS). This idea is also implicit in Canada's Innovation and Skills Plan, which includes a focus on growing Canada's clean technology sector with support for research, development, demonstration and adoption of clean technologies.

ISED's Minister is responsible for the clean growth goal and target in the 2016–19 FSDS in cooperation with the Minister of Natural Resources. The long-term goal is a growing clean technology industry in Canada that contributes to clean growth and the transition to a low-carbon economy. We also contribute to progress toward goals and targets related to effective action on climate change and the promotion of low-carbon emissions by the Government.

8

GENDER-BASED ANALYSIS +

Gender-based analysis (GBA) identifies how public policies affect women and men differently and uses that data to systematically tailor program delivery and design. The Government of Canada is committed to supporting the full implementation of GBA+ across federal departments to ensure differential impacts on diverse groups of people factor in to policy, program and legislation development.

ISED fully supports GBA+ as a pathway to policies and programs that benefit more Canadians. We have a departmental GBA+ lead at the Director General-level, housed within the Strategy and Innovation Policy Sector, and a GBA+ Questionnaire launched February 2015 to guide the analysis process. Our Director General must also attest that the GBA+ is complete and the results have been integrated into any proposal before we deliver it to the Minister.

DIGITAL TRANSFORMATION

The Government of Canada is pursuing a vision of an open, service-oriented organization that delivers programs and services to Canadians and businesses in simple, modern and effective ways—optimized for digital and available anytime, anywhere and from any device. To best serve Canadians, the Government must operate as a single digital entity.

Advancing digital transformation and supporting business adoption of technology will be key priorities for ISED this year. As part of our omni-channel strategy, our work will include introducing a mobile channel to make it easier for small businesses to access government services or programs they need. ISED's updated Service Management Strategy will capture this and other initiatives.

PUBLIC SERVICE RENEWAL

Blueprint 2020 sets out the Government's vision for a world-class public service equipped to better serve Canada and Canadians now and in the future. Realizing that vision will require modernizing and renewing public service to serve as the foundation for a healthy and productive workforce.

In December 2017, the Clerk of the Privy Council published three corporate priorities for the 2018–19 Performance Management Program to be addressed by agency heads across the Government:
- Promoting a healthy workplace with a focus on supporting the Federal Public Service Workplace Mental Health Strategy
- Building a diverse public service
- Supporting efforts to address the pay system

These priorities are reflected in commitments identified in ISED executives' performance management agreements. Our public service renewal efforts are also reflected in Innovation 2020's three key pillars and initiatives: Agile Workforce, Sound Stewardship and Operating as One. Work is underway to refresh the Innovation 2020 Framework to ensure recent departmental realignments are reflected: the Organizing for Success initiative, the Clerk's Public Service Renewal Results Plan and departmental actions to address our results in the Public Service Employee Annual Survey and Public Service Employee Survey.

Our Priorities For 2018–19

Our 2018–19 Corporate Plan is fully aligned with the Departmental Results Framework, which describes what we do in relation to three core responsibilities: People, Skills and Communities; Science, Technology, Research and Commercialization; and Companies, Investment and Growth. Each core responsibility aligns with and supports the Innovation and Skills Plan—the Government of Canada's ambitious effort to make our country a world-leading centre for innovation, create more well-paying jobs, and strengthen and grow the middle class.
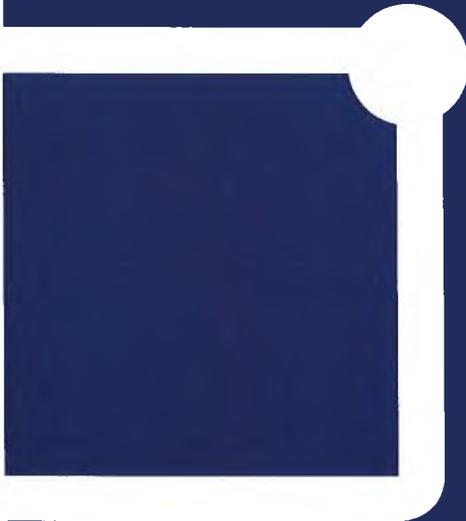
People, Skills and Communities

1. Promote a **highly skilled workforce and digitally literate society** so Canadians can compete globally and participate fully in the digital economy

2. Expand and enhance **access to digital technology and broadband Internet** to help Canadians thrive in the digital economy

3. Implement a new Women Entrepreneurship Strategy to **remove barriers to the success of women entrepreneurs and help them grow their businesses**

Science, Technology, Research and Commercialization

4. Support the Innovation Superclusters Initiative to help **strengthen Canada's most promising cluster ecosystems** and accelerate economic growth in highly innovative industries

5. Support **scientific innovation and world-class research** in Canada to build a more innovative Canadian economy

Companies, Investment and Growth

6. Support innovative entrepreneurs and companies with high-growth potential and help **create well-paying jobs through ISED innovation programs**

7. Make it **easier and faster** for businesses, innovators and entrepreneurs to **access the government programs and services** they need

8. Establish **marketplace framework policies that promote business investments, competition and innovation** across the economy to help develop and maintain high-value sectors

9. Support Canadian businesses that are researching, developing and commercializing **clean technology solutions and products** to expand Canada's role in this dynamic and emerging sector

10. Work with federal partners on a whole-of-government approach to implement Canada's Tourism Vision and **seize the global opportunity that tourism offers**

Organizing for Success

11. Promote a diverse workforce and build a **healthy, respectful, supportive and inclusive workplace** to reap the individual and collective benefits of combining everyone's unique qualities and strengths

12. Modernize ISED's workplace to support **smarter and more collaborative, efficient and mobile work**

13. **Strengthen the Department's governance and management practices** to support the Government's Results Agenda, ISED's reorientation as Canada's leading innovation department and the Organizing for Success initiative

1

PROMOTE A HIGHLY SKILLED WORKFORCE AND DIGITALLY LITERATE SOCIETY

Digital devices are everywhere, which means it's more important than ever that Canadians understand technology and its impacts on business, the economy and everyday life. Canada's workforce needs advanced and specialized skills to remain competitive, secure the country's leadership role in the future economy, and to attract global investments that drive innovation.

We are working with other Government departments and stakeholders across the country in support of a government-wide approach to creating opportunities for Canadians to develop needed skills. ISED programs like CanCode help to encourage Canadian youth to develop digital and coding skills that will be in demand in the future economy. Government Initiatives like the Digital Literacy Exchange and Accessible Technology Program are also helping ensure all Canadians can participate in the digital economy and use the Internet safely and productively.

WHAT WILL BE ACCOMPLISHED IN 2018–19?
Planning highlights

Ensuring safe and productive participation in the digital economy

- Give Canadian youth opportunities to learn coding and digital skills through CanCode

- Help Canadians underrepresented in the digital economy access digital literacy training through the Digital Literacy Exchange

- Scale up capacity to develop technological solutions that support persons with disabilities with 10 new projects supported by ISED's Accessible Technology Program

- Undertake the 2018 Canadian Internet Use Survey and a fast-track module to the Labour Force Survey targeting Canadian households that lack Internet access at home

- Gather evidence through the Contribution Program for Non-Profit Consumer and Voluntary Organizations to inform policy-making related to consumer interests in the electronic marketplace

Promoting development opportunities for all Canadians

- Engage with Employment and Social Development Canada (ESDC) and other departments to support the Government's priority to address talent and skill needs

- Launch the Prosperity and Growth Strategy for Northern Ontario to address challenges and opportunities unique to the region

DEPARTMENTAL RESULTS AND TARGETS

Canada has a highly skilled workforce that is equipped for jobs in an innovative and high-growth economy

- Increase the number of professional, science and tech-related jobs in the Canadian economy as share of total employment to 40 percent by 2025

- Increase the number of graduates in science, technology, engineering and mathematics*

- Increase coding and other digital skills training available to students across Canada's K–12 school system by 2025, reaching 500,000 students by 2019

* This is a new indicator. A target will be established in April 2019.

2

EXPAND AND ENHANCE BROADBAND COVERAGE AND INTERNET ACCESS

Broadband access is essential in today's digital world and an important driver of socio-economic development. Canadians can use Internet services to do business, strengthen their communities and benefit from advances in telehealth, e-learning and digital access to government services.

In 2018–19, projects under our Connect to Innovate program will extend and enhance broadband service in rural and remote regions across the country. Our Computers for Schools program will continue to provide access to technology for more Canadians—and our new Connecting Families initiative will strengthen that effort. That initiative will enable participating Internet service providers to offer low-cost home broadband packages to eligible families.

We will also support projects related to low Earth orbit satellites through our Strategic Innovation Fund. These could provide significantly improved access to Internet and wireless services at more affordable prices, including next-generation broadband for Canadians living in rural and remote regions.

WHAT WILL BE ACCOMPLISHED IN 2018–19?
Planning highlights

Providing access to under-represented groups

- Get four Internet service providers to participate in the Connecting Families initiative

- Refurbish and distribute 72,000 surplus computers per year through the Computers for Schools program

Connecting rural and remote communities

- Support additional Connect to Innovate projects

- Support projects related to low Earth orbit satellites and next-generation rural broadband through the Strategic Innovation Fund

DEPARTMENTAL RESULTS AND TARGETS

Canadian communities are connected to and use digital infrastructure

Bridge the digital divide by:

- Increasing household Internet use to 100 percent by 2025

- Ensuring 80 percent of Canadians have access to ultra-fast broadband at one Gbps by 2020

3

SUPPORT WOMEN ENTREPRENEURS

Budget 2018 noted that fewer than one in six Canadian businesses (16 percent) are majority-owned by women. Those that are tend to be smaller than businesses owned by men. The Government wants to encourage women to pursue entrepreneurship, reduce barriers for women entrepreneurs and increase the number of women business leaders and owners in the private sector. Bill C-25, which received royal assent in May 2018, introduced targeted amendments to key federal marketplace laws that will help advance gender equality and diversity in Canada's boardrooms.

In 2018–19, we will support the delivery of Canada's first Women Entrepreneurship Strategy to help women entrepreneurs start, grow and scale their businesses. That includes establishing a competitive process for third-party research proposals to build knowledge about women entrepreneurship. We will also work with regional development agencies (RDAs) to implement Budget 2018 investments into networks that support women-owned entrepreneurs through locally designed solutions and finance the efforts of women entrepreneurs to scale and grow their businesses. Our support will also extend to Futurpreneur Canada to create mentorship opportunities for young entrepreneurs—including women—and help them bring their business ideas to market.

WHAT WILL BE ACCOMPLISHED IN 2018–19?
Planning highlights

Delivering Canada's first Women Entrepreneurship Strategy

- Work with RDAs to implement Budget 2018 investments into networks that support women entrepreneurs through locally designed solutions and finance the efforts of women entrepreneurs to scale and grow their businesses

- Establish a competitive process for third-party proposals to accelerate the accumulation and dissemination of knowledge, data and best practices for women entrepreneurs

Supporting young entrepreneurs

- Help Futurpreneur Canada provide mentorship opportunities to young entrepreneurs

DEPARTMENTAL RESULTS AND TARGETS

Canada's entrepreneurs represent all segments of Canadian society

🟡 Double number of small to medium enterprises (SMEs) majority-owned by women to 340,000 by 2025*

🟡 Increase the number of small- and medium-sized enterprises supported by ISED programs, including those that are majority-owned by women, Indigenous people, youth, visible minorities and persons with disabilities**

* Under ISED's Departmental Results Framework, a broader indicator includes the percentage of small- and medium-sized enterprises that are majority-owned by women, Indigenous people, youth, visible minorities and persons with disabilities.

** This is a new indicator. A target will be established in April 2019.

4

PROMOTE INNOVATION SUPERCLUSTERS

Clusters are dense areas of business activity that contain large and small companies as well as post-secondary and other research institutions. Strong clusters—often called "superclusters"—can add to Canada's global advantage and accelerate economic growth in highly innovative industries. Superclusters generate new innovations and infrastructure, cultivate pools of talent and attract further investments by driving the commercialization of research and establishing value-chain connections.

In 2018–19, we will continue our work to advance a key component of the Government's Innovation and Skills Plan: the Innovation Superclusters Initiative. This will include funding oversight through private-sector-led industrial and research consortia for the five superclusters announced in February 2018. Those are the Ocean Supercluster, the SCALE.AI Supercluster, the Advanced Manufacturing Supercluster, the Protein Industries Supercluster and the Digital Technology Supercluster. We will continue our discussions with stakeholders from these superclusters and keep up our engagement with recipients and partner organizations.

WHAT WILL BE ACCOMPLISHED IN 2018–19?
Planning highlights

Supporting strong, industry-driven clusters

- Support ongoing work to achieve the target of 15 private sector firms per funded entity participating in the Innovation Superclusters Initiative by March 2019, including five small companies with fewer than 100 employees

DEPARTMENTAL RESULTS AND TARGETS

World-leading superclusters are grown in Canada

- Increase the number of new firms created (in targeted areas)*

- Increase the number of anchor firms (in targeted areas)*

- 1.2:1 ratio for the value of investments leveraged to develop clusters as a result of ISED program funding (per dollar invested) by March 31, 2022

Canadian businesses invest more in research and development (R&D)

- Increase Canadian business expenditures in research and development to $30 billion by 2025, keeping pace with OECD average as a percentage of GDP

- Double the percentage of companies engaged in collaborations with higher education institutions by 2025 to reach 10.4 percent

- Increase the value of business expenditure in research and development by firms receiving ISED program funding (in dollars)*

* This is a new indicator. A target will be established in April 2019.

5

SUPPORT SCIENTIFIC INNOVATION AND WORLD-CLASS RESEARCH IN CANADA

World-class research and technology development promote social, economic and environmental benefits for Canada. Big data in particular has become an essential tool of scientific progress, underpinning research across all disciplines. The Prime Minister's mandate letter tasked the Minister of Science with supporting scientific research and helping to ensure scientific considerations are reflected in Government investment and policy choices. Support for world-class research is also a critical element of the Government's Innovation and Skills Plan.

In 2018–19 we will develop a Digital Research Infrastructure Strategy to make it easier for researchers across the country to access digital research tools and services that will strengthen Canada's reputation as a global leader in science, research and innovation. In addition, we will apply Budget 2018 funding to deliver increased support to Canada's nationally important research facilities through the Canada Foundation for Innovation's Major Science Initiatives Fund. This will promote more open and equitable access to advanced computing and big data resources for researchers across Canada. We will also support investments into federal granting councils that align with the Government's priorities around promoting scientific excellence in Canada. Our support of the Chief Science Advisor will also continue, as will our work to advance international and intergovernmental science and research relations. That includes through a Talent and People Working Group that supports federal, provincial and territorial (FPT) ministers responsible for innovation and economic development.

WHAT WILL BE ACCOMPLISHED IN 2018–19?
Planning highlights

Facilitating Canadian research

- Develop a Digital Research Infrastructure Strategy that will deliver more open and equitable access to advanced computing and big data resources for researchers across Canada

- Implement ongoing and stable funding to the Canada Foundation for Innovation to provide cutting-edge research tools to researchers, students and post-doctoral fellows

- Support the implementation of new investments in the federal granting councils for fundamental research to better support the next generation of Canadian researchers, including with funding for interdisciplinary and higher-risk research, better support for leading early-career researchers through the Canada Research Chair program, enhanced equity and diversity in academia, and support for the indirect costs of research

Collaborating to advance science and research policy

- 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)

- Co-chair an FPT Talent/People Working Group that is currently implementing a two-year work plan in support of FPT ministers responsible for innovation and economic development

- Provide analytical and administrative support to the Chief Science Advisor, who will complete her first annual report in support of independent, evidence-based, strategic advice to inform government's decision-making on science and innovation

DEPARTMENTAL RESULTS AND TARGETS

Canada has a world-leading research capacity

🟡 Increase Canada's ranking for Average Relative Citation (ARC) in natural sciences, engineering and life sciences to the top 10 of OECD countries by 2025

🟡 2,479 co-authored publications between federal and non-federal scientists by 2020

🟡 1:1 ratio by November 2018 for the value of investments leveraged in science and research infrastructure as a result of ISED program funding (per dollar invested)*

* The target for this indicator applies only to the Post-Secondary Institutions Strategic Investment Fund.

6

SUPPORT INNOVATIVE COMPANIES WITH HIGH-GROWTH POTENTIAL

Innovative companies turn ideas into new products and create good, middle-class jobs across Canada. The Government's innovation programs aim to help companies and industries develop innovative products and processes that will improve productivity and enhance employment prospects for Canadians.

In 2018–19, we will reposition the Strategic Innovation Fund—which builds on and consolidates former federal innovation programming—as one of four flagship platforms in the Government's streamlined program suite. We will also implement the consolidation of the Accelerated Growth Service and the Industrial Research Assistance Program's Concierge Service that Budget 2018 announced. Other activities will include delivery of a fully functional portal for the Innovative Solutions Canada procurement program, which helps connect Canadian companies with government as a collaborator and first customer for new technologies and services.

We will also continue to support the work of the Economic Strategy Tables, which are leading the creation of economic growth strategies for Canada and will help the Government provide effective programs to Canadian businesses. The Industrial and Technological Benefits Policy will continue to help identify high-quality business investments for projects that are getting underway.

WHAT WILL BE ACCOMPLISHED IN 2018–19?
Planning highlights

Supporting innovative businesses

- Reposition the Strategic Innovation Fund as one of four flagship platforms in the Government's streamlined program suite

- Enhance the Accelerated Growth Service, including the consolidation of that service and the Industrial Research Assistance Program's Concierge Service

- Deliver a fully functional Innovative Solutions Canada portal that enables Government departments to post challenges businesses can help solve with new technologies or services

Promoting growth in targeted industries

- Support the work of the Economic Strategy Tables, which will help guide the federal government in its efforts to provide relevant and effective programs for Canadian businesses

- Integrate key industrial capabilities as part of the Industrial and Technological Benefits Policy to drive targeted, high-value investments in priority areas

DEPARTMENTAL RESULTS AND TARGETS

Canadian companies are globally competitive and achieve high growth

- Double the number of high-growth firms in Canada from 14,000 to 28,000 by 2025

- Grow the value of Canada's goods and services exports by 30 percent by 2025 to $820 billion

- Increase the revenue growth rate of firms supported by ISED programs*

* This is a new indicator. A target will be established in April 2019.

7

IMPROVE ACCESS TO PROGRAMS AND SERVICES FOR BUSINESSES

The Government is modernizing its business innovation programs. This includes a simplified suite of programs to support Canadian innovators and give more Canadian businesses access to the resources they need to grow from start-up to scale up to global brand. Collectively, these supports enable more Canadian businesses to help grow the economy and create jobs.

This year, we will make it easier for businesses to navigate government services through digital transformation. We will improve the Innovation Canada web platform in 2018–19 so it more effectively matches entrepreneurs and businesses to government programs and services that meet their needs.

Through our work to digitally connect Canada's business registries, we will also improve access to business registry information and facilitate service delivery improvements to businesses. We will begin work to create a single access point for businesses to more easily learn about, search, file and manage their intellectual property (IP). As part of our omni-channel strategy, we will introduce a mobile channel to make it easier and more convenient for small businesses to access government services or programs they need.

These and other initiatives will be captured in ISED's updated Service Management Strategy. That strategy will promote a better service experience for Canadian businesses, including a refined experience on mobile devices and seamless service fulfilment across all service delivery platforms. We will also roll out the online registration application for the Canada Small Business Financing Program, which helps Canadian small businesses access financing that wouldn't be available otherwise or would be but under less favourable terms.

WHAT WILL BE ACCOMPLISHED IN 2018–19?
Planning highlights

Improving businesses' access to programs and services

- Strengthen the Innovation Canada web platform to make it easier for businesses to navigate relevant program offerings

- Mature the departmental omni-channel strategy to make it easier for businesses to navigate government services

Supporting small businesses

- Continue to roll-out the Canada Small Business Financing Program online registration application

- Continue advocacy efforts to reduce the administrative burden on Canadian businesses, in particular small and medium-sized enterprises (SMEs)

Connecting Canada's business registries

- Make it possible to search digitally connected business registries to facilitate access to core information pertaining to 80 percent of Canadian corporations

DEPARTMENTAL RESULTS AND TARGETS

Canadian innovators have simplified access to tools and support

- Canada's ranking on the World Bank's Ease of Doing Business Index is in the top 10 by December 31, 2025

- 90 percent of ISED priority services meet published service standards by December 31, 2019

8

ESTABLISH MARKETPLACE FRAMEWORK POLICIES THAT PROMOTE INVESTMENTS, COMPETITION AND INNOVATION

Business investments, competition and intellectual property are key success factors in an innovation economy. Investments help grow the economy, create jobs and opportunities for Canadians and strengthen the middle class. Competition helps drive down prices for Canadians and promotes quality products and services. Intellectual property (IP) plays an important role in determining a business' growth and innovation potential.

We will continue supporting business investments, competition, IP and robust marketplace frameworks, including through our policy and regulatory work, timely reviews of investments under the *Investment Canada Act*, and investigations into anti-competitive behaviour and reviews of mergers and significant foreign investments through the Competition Bureau. In 2018–19, ISED will develop a new IP strategy to modernize Canada's IP regime, support commercialization of Canadian innovations, foster an ecosystem that supports businesses to grow to scale and help firms use their IP to grow and compete. Other activities will include updating the insolvency program, work on spectrum auctions and next generation spectrum to help Canadian service providers improve service for Canadians and addressing how best to promote competition and affordability for Internet and mobile wireless through a review of the *Telecommunications Act*.

WHAT WILL BE ACCOMPLISHED IN 2018–19?
Planning highlights*

Helping Canadian businesses leverage intellectual property

- Implement a new IP Strategy to help Canadian entrepreneurs better understand, access and protect IP

- Support Canada's accession to the Hague treaty in 2018–19 and continue to lay the groundwork for accession to three other international treaties in 2019–20

- Deliver an IP Awareness and Education Program for Canadian businesses and investors to support the new IP Strategy

Promoting a competitive, innovative and fair marketplace

- Continue to administer and enforce Canada's competition laws in support of competition and innovation

- Continue to ensure timely processing of foreign investment notifications and applications for review filed under the *Investment Canada Act*

- Reform the consumer insolvency counselling directive

- Continue to monitor compliance with mandatory inspection frequencies by retailers and other measuring device owners and oversee private sector, non-government inspectors

Advancing spectrum and telecommunications in Canada

- Auction spectrum licences and publish a multi-year spectrum release plan (Spectrum Outlook 2018–22)

- Publish consultation regarding proposals to introduce commercial mobile services in the 3500 MHz band to support 5G

- Implement mission-oriented "Grand Challenge" research programs that deliver technology demonstrations and proofs-of-concept of next generation spectrum

- Work with Canadian Heritage to review the *Broadcasting Act* and *Telecommunications Act*

DEPARTMENTAL RESULTS AND TARGETS

Canada is a location and destination of choice for investment, growth and tourism**

- $260 billion in total business investment in Canada by December 31, 2025

- 34.6 months in turn-around times for patent applications filed in Canada (with a request for examination) by March 31, 2019

* This priority is also being supported by the Strategic Innovation Fund, which is reported under priority 6 in the Corporate Plan.

** Result indicators and targets identified in the Corporate Plan align with those published in ISED's 2018–19 Departmental Plan. Given the multifaceted nature of this departmental result, it should be noted that: i) indicators that relate to the tourism component are presented under priority 10 of the Corporate Plan, and ii) additional information on indicators and targets for each ISED program that supports this departmental result is available in the Government of Canada InfoBase.

9

SUPPORT CLEAN TECHNOLOGY FIRMS

Clean energy innovation stimulates economic growth and job creation while improving environmental outcomes across all sectors. That's partly why clean technology features prominently in the Government's Innovation and Skills Plan. Canada is working to keep pace in this growing industry, which is driving clean growth and the transition to a global low-carbon economy.

Clean technology will continue to be a focus for ISED in 2018–19. We are currently contributing to the development of a financing policy framework with federal partners that will help clean technology firms grow. The Clean Growth Hub, which is part of Innovation Canada, is another important way we support the growth of clean technology in Canada. The Hub connects clean technology producers and adopters with federal programs and supports, gives firms access to international markets and enables clean technology results tracking and reporting across the Government.

We will continue working with Statistics Canada and Natural Resources Canada to expand clean technology data analysis, as well as further support the Pan-Canadian Framework on Clean Growth and Climate Change.

WHAT WILL BE ACCOMPLISHED IN 2018–19?
Planning highlights

Supporting clean technology producers and users

- Contribute to clean technology financing policy development, working with federal partners on the framework for the $1.4 billion in new financing for clean technology producers

- Through the Clean Growth Hub, actively help clean technology users and producers identify which federal programs and supports are most relevant to their needs

Promoting a clean economy

- Work with Statistics Canada and Natural Resources Canada to expand clean technology data analysis

- 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 second annual report on the implementation of the PCF

DEPARTMENTAL RESULTS AND TARGETS

Canada becomes a global leader in clean technologies

- Double the value of Canada's exports of clean technologies by 2025 to reach $13.3 billion

- Increase clean technology employment in Canada (in numbers)*

- Increase the value of investments leveraged in clean technologies as a result of ISED program funding (per dollar invested)*

*This is a new indicator. A target will be established in April 2019.

10

SUPPORT THE GROWTH OF CANADA'S TOURISM SECTOR

The tourism sector is a significant source of good middle-class jobs. One in 10 jobs in Canada are associated with the visitor economy. In May 2017, the Minister of Small Business and Tourism launched Canada's Tourism Vision, a comprehensive plan to develop Canada's tourism sector and seize the global opportunity tourism offers. The Vision includes a whole-of-government, 20-point action plan focused on promoting Canada internationally, improving access for tourists who come to and travel through Canada, and enhancing our tourist product offerings.

We oversee federal tourism policy development and integration, which encompasses the implementation and reporting on Canada's Tourism Vision. Our responsibilities will include delivering the China–Canada Year of Tourism in 2018, which will help welcome more Chinese visitors to Canada and promote tourism in Canada. Our work in 2018–19 will also include supporting the Canadian Council of Tourism Ministers and commitments to strengthen collaboration in order to grow and increase the competitiveness of Canada's tourism sector.

WHAT WILL BE ACCOMPLISHED IN 2018–19?
Planning highlights

Promoting tourism in Canada

- Continue to deliver on Canada's Tourism Vision

- Deliver the Canada–China Year of Tourism in 2018 under the Canada–China Tourism Strategy, including work on market readiness to help Canada's tourism sector prepare for increased numbers of Chinese tourists

Collaborating to grow the tourism sector

- Maintain and strengthen collaboration with provincial and territorial officials responsible for tourism, including delivering a report on the FPT Tourism Strategy to members of the Canadian Council of Tourism Ministers in October 2018

- Work with Destination Canada on its commissioned research project that will assess the Canadian tourism sector's competitive positioning (with an emphasis on opportunities and constraints) and recommend a roadmap for sustainable, long-term success for the sector

DEPARTMENTAL RESULTS AND TARGETS

Canada is a location and destination of choice for investment, growth and tourism

- Increase spending by international visitors to Canada, reaching $25 billion by December 31, 2021

- Increase the number of international overnight visits to Canada by 30 percent to reach close to 26 million by 2021
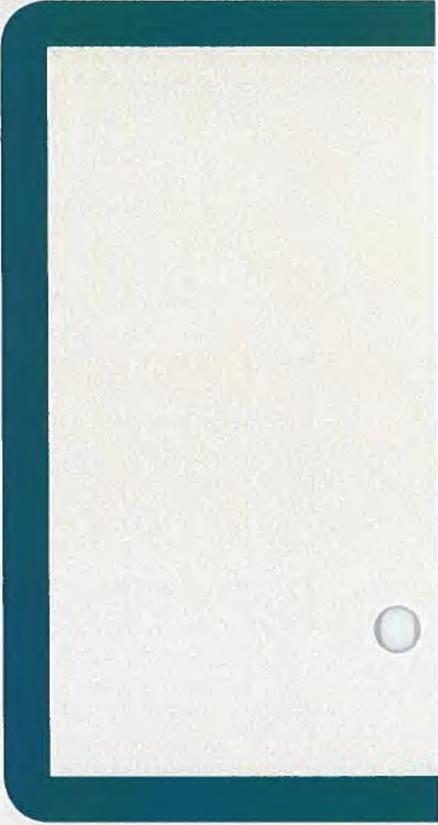
The priorities that follow all align with and support our Organizing for Success initiative and its focus on a new structure, culture and governance for ISED. The initiative promotes collaboration, innovation and creativity, building on the three pillars of the Innovation 2020 framework:

- **Agile Workforce** that fosters talent management and employee development, enabling employees to be in the right place, at the right time, doing the right things

- **Sound Stewardship** through a results culture that ensures effective management reporting and analysis, including employee performance management

- **Operating as One** by encouraging participation in department-wide initiatives to share information, collaborate and co-create across sectors

11
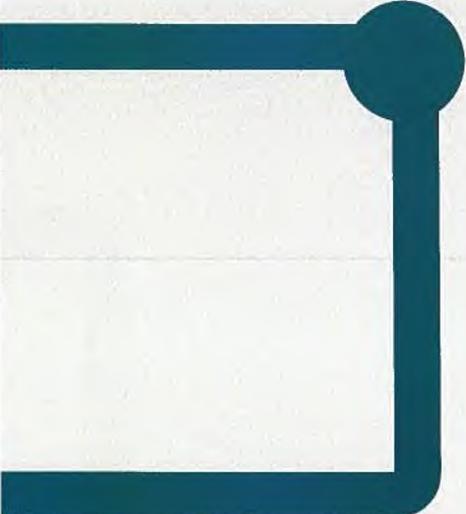
PROMOTE A DIVERSE WORKFORCE AND A POSITIVE WORKPLACE

In step with other public service departments, ISED is evolving into a more diverse organization that reflects many different generational, experiential, educational, cultural and religious backgrounds. Diversity is enshrined in our Value and Ethics Code, and we continue to take steps to promote a respectful, healthy and inclusive environment for all employees. Management is committed to ensuring recruitment and talent management strategies promote and maintain a diverse workforce. The combination of unique qualities and strengths inherent in a diverse workforce will position us to further develop our activities in the broad range of markets and communities we serve.

This priority includes a focus on mental health, which aligns with public service-wide priorities the Clerk of the Privy Council identified. Our support of the Canadian Innovation Centre for Mental Health in the Workplace—a key resource for creating workplaces that promote mental health—will continue in 2018–19. We will also build on the success of our Respectful, Healthy and Inclusive Workplace initiative and toolkit to promote a safe, healthy work environment free of harassment and discrimination.

WHAT WILL BE ACCOMPLISHED IN 2018–19?
Planning highlights

Ensuring a respectful and healthy workplace

- Identify department- and sector-level activities in response to results of the Public Service Employee Survey and the Public Service Employee Annual Survey, including focusing on preventing harassment and establishing a new model for reporting it

- Promote activities (training, tools, awareness sessions) under the departmental health strategy and deliver initiatives (seminars and workshops with leading experts in mental health and well-being) through the Canadian Innovation Centre for Mental Health in the Workplace

Promoting diversity and inclusion

- Implement a departmental Diversity and Inclusion Roadmap and Scorecard to promote performance measurement in this area

- Encourage enterprise-wide approaches to renew ISED's workforce through recruitment and development strategies that target diversity needs and promote inclusion and diversity

12

CONTINUE TO MODERNIZE OUR WORKPLACE

We are committed to creating a modernized workplace that makes smart use of new technologies to improve networking, access to data and service to Canadians, and increase engagement and collaboration. Enterprise-wide Wi-Fi, for example, promotes mobility and collaboration while contributing to a greener workplace by favouring digital documents over hardcopies. We will continue to set up new spaces that align with Workplace 2.0 Standards to promote a more collaborative work environment.

WHAT WILL BE ACCOMPLISHED IN 2018–19?
Planning highlights

Putting technology to work

- Advance ISED's Digital Office initiative by:

    - Introducing Skype for Business

    - Continuing to deploy Office 365

    - Establishing a deployment roadmap for innovative IT support desk technologies

- Complete the roll-out and deployment of remaining sectors to GCdocs

Implementing workplace modernization strategies

- Pursue plans to move offices at ISED headquarters to accommodate teams and programs in line with our new organizational structure

- Continue to implement the National Accommodation Strategy, focusing on Workplace 2.0 optimization and space reduction initiatives in seven ISED locations

13

STRENGTHEN OUR GOVERNANCE AND MANAGEMENT PRACTICES

We follow sound management approaches and best practices in pursuit of our departmental goals. Leading change and improving those practices — including working more collaboratively within the department and across the ISED portfolio — were key considerations in our 2017 departmental realignment and will continue to inform next steps under our Organizing for Success initiative. We will also continue working with central agencies and across other Government departments to further support the Government's Results Agenda.

Driven by these continuous improvement objectives, we will revise our corporate governance framework in 2018–19. This will include transitioning to our new Resource Management Committee, ensuring we maintain diligent and prudent management practices to optimize use of departmental resources. We will also focus on strengthening risk management practices to enable more effective decision-making throughout ISED and better equip the Department to proactively respond to change and uncertainty.

Keeping in line with the Clerk's vision for the public service to achieve measurable outcomes related to people, processes, structures, and well-being, the Corporate Management Sector will also develop an ISED-specific management results framework that will provide a foundation for defining and measuring management capacity, and ensure continuous improvement.

WHAT WILL BE ACCOMPLISHED IN 2018–19?
Planning highlights

Driving better results

- Continue implementation of the Innovation and Skills Plan Charter, tracking Charter targets and indicators, and publicly reporting on results

- Develop an ISED Data Strategy that aligns with the Government of Canada Data Strategy

- Support ISED's horizontal policy and strategy to help achieve results for FPT and portfolio-wide priorities, including:

  - Development of a Memorandum to Cabinet to support regional development agency implementation of the Innovation and Skills Plan

  - Secretariat support for the FPT ministers of innovation and economic development

  - Support to Leaders Track outcomes following the March 2018 ministerial-level G7 meeting, "Preparing for the jobs of the future"

Improving management frameworks and processes

- Support the implementation of Performance Information Profiles to help improve ISED programs, policies and services

- Review ISED's integrated risk management approach with focus on the process for identifying and mitigating corporate risks and sector-level risk management

- Develop a Management Results Framework to improve our ability to measure and assess our management capacity and progress toward Management Agenda priorities

Promoting continuous improvement

- Implement the current year of ISED's multiyear Risk-Based Audit Plan and the five-year Departmental Evaluation Plan