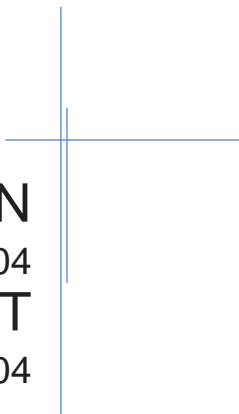





Standards Council of Canada  
Conseil canadien des normes



SUMMARY OF CORPORATE PLAN  
2003-2004  
SUMMARY OF OPERATING BUDGET  
2003-2004  
SUMMARY OF CAPITAL BUDGET  
2003-2004



# Table of Contents

<b>1. Executive Summary</b> .....	<b>- 1 -</b>
<b>2. Mandate</b> .....	<b>- 2 -</b>
<b>3. Corporate Profile</b> .....	<b>- 3 -</b>
3.1 History and Background .....	- 3 -
3.2 Principal Programs, Businesses and Activities .....	- 3 -
3.3 Organizational Structure.....	- 8 -
<b>4. Strategic Issues</b> .....	<b>- 9 -</b>
4.1 Assessment of Results .....	- 9 -
4.2 Analysis of the External Environment .....	- 10 -
4.3 Assessment of Corporate Resources .....	- 14 -
<b>5. Objectives, Strategies and Performance Measures</b> .....	<b>- 16 -</b>
5.1 Relational Planning Map.....	- 16 -
5.2 Corporate Operations and Reports by Business Line.....	- 17 -
5.2.1 Corporate Operations.....	- 17 -
5.2.2 Standards Development .....	- 18 -
5.2.3 Conformity Assessment .....	- 18 -
5.2.4 Policy and Information.....	- 19 -
<b>6. Financial Condition</b> .....	<b>- 20 -</b>
6.1 Financial Performance: 2001-2002 and 2002-2003 .....	- 20 -
6.1.1 Explanation of Variances: 2001-2002 Budget vs. Actual .....	- 21 -
6.1.2 Explanation of Variances: 2002-2003 .....	- 23 -
6.1.3 Performance against Plan - Highlights .....	- 23 -
6.2 Financial Plan 2002-2004 .....	- 24 -
6.2.1 Explanation of Variances: 2002-2004 Plan vs. 2002-2003 Forecast .....	- 28 -
6.2.2 2003-2004 Capital Budget and 2004-2008 Plan .....	- 30 -
6.2.3 Operating Plan 2003-2008 .....	- 31 -
Appendix A	



# 1. Executive Summary

The Standards Council of Canada (SCC) has undergone many changes in recent years that have resulted in it becoming one of the most influential standardization forces in the world.

In fiscal year (FY) 2003–2004, the SCC will continue to develop its international presence with a focus on participation in the many regional and international standardization fora that it is party to. As well, in its efforts to maintain a high profile abroad and to showcase the National Standards System (NSS), the SCC will host several major international events, including the International Organization for Standardization (ISO) Networking Conference in Ottawa in May 2003 and the International Electrotechnical Commission (IEC) Annual General Meeting (AGM) in Montreal in October 2003. It will also begin planning for hosting of FY 2004–2005 events.

For FY 2003–2004, the SCC will focus its efforts nationally to continue the momentum created by the Canadian Standards Strategy (CSS). This Strategy is Canada's blueprint for standardization that was launched in March 2000. The Strategy will be more than 75% complete by the end of FY 2002–2003. In FY 2003–2004, the SCC will turn its attention to renewal of the strategy. Stakeholders have overwhelmingly supported the initial Strategy and are eager to assist the SCC in continuing the momentum to ensure ongoing development of the NSS.

The Strategy has assisted the SCC in raising the profile of the NSS and of standardization in Canada, particularly among governments and regulators. This has been accomplished through commitment to such government priorities as Innovation, Climate Change and Smart Regulation, which serves to heighten the profile of standardization as an alternative to regulation. The SCC will also continue to work with federal and provincial/territorial governments to promote understanding of how standardization can protect the health and safety of Canadians, reduce regulatory burden and facilitate trade.

Finally, the SCC will continue to implement its Volunteer Program to coordinate the recruitment, recognition and training of thousands of volunteers. Recruitment and recognition efforts will be strengthened and training programs will be implemented to provide volunteers and stakeholders with the tools necessary to help Canada truly become a standardization model for the world.

## 2. Mandate

**The Standards Council of Canada is a federal Crown corporation with a mandate to:**

*promote efficient and effective voluntary standardization in Canada, where standardization is not expressly provided for by law and, in particular, to*

- a) promote the participation of Canadians in voluntary standards activities,*
- b) promote public–private sector cooperation in relation to voluntary standardization in Canada,*
- c) coordinate and oversee the efforts of the persons and organizations involved in the National Standards System,*
- d) foster quality, performance and technological innovation in Canadian goods and services through standards-related activities, and*
- e) develop standards-related strategies and long-term objectives,*

*in order to advance the national economy, support sustainable development, benefit the health, safety and welfare of workers and the public, assist and protect consumers, facilitate domestic and international trade and further international cooperation in relation to standardization.*

Subsection 4.(1), *Standards Council of Canada Act*, R.S.C. 1970, c. 41 (1<sup>st</sup> Supp.), amended 1996, c. 24

## **3. Corporate Profile**

### **3.1 History and Background**

The Standards Council of Canada (SCC) was established in 1970 by an Act of Parliament (the *Standards Council of Canada Act*) with the objectives of advancing the national economy; benefiting the health, safety and welfare of the public; assisting and protecting consumers; facilitating domestic and international trade; and furthering economic cooperation in the field of standardization.

In 1972, the SCC took on the support and administration of the Canadian National Committees (CNCs) of the International Electrotechnical Commission (IEC) and the International Organization for Standardization (ISO) from the Canadian Standards Association (CSA). These CNCs had been in existence since 1912 and 1947, respectively. In June 1973, the first step was taken to formalize the National Standards System (NSS) through the accreditation of four standards development organizations. In 1980, the first product certification organization was accredited, followed the year after by the first two laboratories. In 1993, the first three quality management systems (QMS) registration organizations were accredited, followed by the first environmental management systems (EMS) registration organization in 1997, the first auditor course provider in 1998 and the first auditor certifier in 1999.

The *Standards Council of Canada Act* was amended on November 5, 1996, after extensive public consultation. The SCC<sup>1</sup> is now governed by a federally appointed Council, consisting of 15 members, that includes representatives from industry, non-governmental organizations (NGOs), accredited organizations, and the federal, provincial and territorial governments. The Council reports to Parliament through the Minister of Industry. The scope of the SCC's activities has been expanded to address the environment, information technology, natural resources and service sectors. The SCC Act calls on the SCC to promote participation by Canadians in standardization activities, promote public-private sector cooperation, and oversee the NSS. It also calls on the SCC to provide advice and assistance in the negotiation of standardization-related aspects of international trade agreements.

### **3.2 Principal Programs, Businesses and Activities**

The principal businesses of the SCC are: (a) accreditation of Canadian standards development organizations (SDOs) and coordination of standards development in Canada and accreditation of conformity assessment organizations in Canada and other countries as designated in the SCC Act; (b) representation of Canadian interests in international and regional standardization and trade forums; and (c) dissemination of all types of standardization information.

#### **a) Accreditation**

Accreditation programs are based on established criteria and procedures in international guides and standards or, where none exist, on national standards. These programs ensure that organizations are competent in the scopes, subject areas and fields of activity for which they are accredited and that the results are accepted internationally.

The SCC accredits Canadian SDOs and coordinates standards development in Canada. There are currently four accredited organizations: le Bureau de normalisation du Québec (BNQ), the Canadian General Standards Board (CGSB), the Canadian Standards Association (CSA) and the Underwriters' Laboratories of Canada (ULC).

---

<sup>1</sup> In this document, "SCC" refers to the organization, while "Council" refers to the 15 appointed members.

Accredited SDOs are encouraged to submit their standards to the SCC for approval as National Standards of Canada (NSCs). As a matter of policy, the SCC also encourages accredited SDOs to adopt or adapt international standards, where feasible, for approval as NSCs. Since 1995, 701 of the 1,083 NSCs (65%) published are adoptions of or adapted from ISO and IEC international standards.

In the field of conformity assessment, the SCC operates four accreditation programs and will add two more by the end of FY 2002–2003. These include programs for the following:

- testing and calibration laboratories (PALCAN)
- (product) certification bodies (CB)
- personnel certification bodies (PCBAP) — expanded program
- inspection bodies (IBAP) — new program
- management systems registration bodies — QMS and EMS
- auditor course providers — QMS and EMS.

The SCC's accreditation programs will continue to grow in FY 2003-2004, consistent with the increases in new accreditations in both FY 2001–2002 and in FY 2002–2003. Accreditations now encompass more than 350 testing and calibration laboratories, including Good Laboratory Practice (GLP) facilities and Proficiency Testing providers; 23 product certification bodies; 18 QMS registration bodies; 7 EMS registration bodies; 1 auditor certification body; and 1 auditor course provider (EMS and QMS). One new and one redesigned accreditation program will be introduced in FY 2003–2004: personnel certification bodies (which replace the auditor certification bodies program) and inspection bodies certification program.

In addition to its role in accreditation, the SCC also plays a leadership role in conformity assessment and product certification schemes of the IEC through both direct involvement via the CNC/IEC and the work of three SCC accredited certification bodies that are active participants in the scheme.

Over the years, the SCC's geographic mandate has expanded in parallel with several trade agreements, including the Free Trade Area of the Americas (FTAA), the Asia-Pacific Economic Cooperation (APEC), the North American Free Trade Agreement (NAFTA), the European Free Trade Association (EFTA) and the European Union (EU). In August 2002, a further expansion enabled SCC to accredit conformity assessment bodies in all member countries of the World Trade Organization (WTO).

Another of the SCC's roles is to provide assistance and technical expertise on accreditation issues to government departments and agencies. The SCC operates or is developing several third-party accreditation programs in partnership with federal and provincial governments. Examples include:

- Health Canada — Canadian Medical Devices Conformity Assessment System
- Canadian Food Inspection Agency — Food Testing Laboratory Accreditation; Food Safety
- Agriculture and Agri-Food Canada — Organic Food Certification
- Ontario Ministry of Environment and Energy — Drinking Water Testing
- Ontario Medical Association — Medical (Clinical) Laboratories
- Ontario Ministry of Natural Resources — Sustainable Forest Management

In addition to these, the SCC's conformity assessment programs offer several other programs or program extensions that help safeguard the health and welfare of Canadians.

## **b) Representation**

The SCC Act designates the SCC as the Canadian member body of the ISO and the IEC. The SCC has designated the Canadian National Committee (CNC/IEC) as the official member of IEC for Canada. Through the SCC and its volunteers, Canada is well represented at various levels in these two organizations. In the ISO, Canada served on the 12-member Technical Management Board from 1997 to 2002 and was elected to the ISO Council for 2002–2003. In addition, Canada actively participates in the ISO Council's Policy Committees on Consumers (COPOLCO), Conformity Assessment (CASCO),



Developing Countries Matters (DEVCO) and Commercial Policies Steering Group (CPSG). In the IEC, representatives from Canada have been elected to the governing Council Board (CB), the Standards Management Board and the Conformity Assessment Board (CAB). In addition, a Canadian is a candidate for the presidency of the IEC for the 2005–2007 term. Canadians also hold other key IEC CB Scheme positions, such as the Chair of the Committee of Testing Laboratories (CTL) and Vice-Chair of the IEC Scheme for Certification to Standards for Explosive Atmospheres (IECEX).

Canadian participation in ISO and IEC technical committees is managed and coordinated through SCC's Standards Branch, with inputs from the Conformity Assessment and Intergovernmental Affairs and Trade Branches. The Council appoints the national committees related to these organizations. The SCC provides the framework for participation by thousands (more than 4,500 positions) of interested Canadians who contribute to over 400 technical committees on the development of international standards. On behalf of SCC, Canadians hold more than 130 international leadership positions within the ISO and IEC.

The SCC is committed to promoting regional acceptance of international standards and conformity assessment activities. The SCC participates in several international and regional standardization organizations because it views the development of regional trading arrangements as a move towards trade liberalization. The SCC has also taken a more active role in assisting developing countries in their standardization efforts over the last few years. This is primarily done through its participation in the ISO's Committee on Developing Countries Matters.

Ultimately, the goal of the SCC is to have an internationally recognized accreditation system based on a series of mutual recognition and multilateral arrangements, and on internationally accepted or endorsed accreditation schemes. To this end, the SCC participates in the work of such organizations as the International Accreditation Forum (IAF), which is working to provide global recognition for accreditation bodies and their accredited registrars and product certification bodies. The SCC also participates in the work of the International Laboratory Accreditation Cooperation (ILAC), which is working to bring worldwide recognition to the laboratory accreditation bodies and their accredited laboratories.

Further, the SCC is a partner and signatory in a number of regional standardization bodies that support their international counterparts (for a full list of agreements and arrangements that the SCC is party to, visit the International Agreements section of our Web site at [www.scc.ca/igat/mra\\_e.pdf](http://www.scc.ca/igat/mra_e.pdf)). The SCC holds the Vice-Chair position of both the IAF and the Pacific Accreditation Cooperation (PAC), an important contribution to the developing global scheme.

In recent years, the SCC has also taken a more active role in promoting international standards and conformity assessment activities by hosting several major meetings of international standards organizations. The SCC hosted and coordinated the annual conference of the Pan American Standards Commission (COPANT) in Toronto in May 2002. It also hosted a meeting of the Asia-Pacific Laboratory Accreditation Cooperation (APLAC) in the fall of 2002 and the ISO, IEC, Joint Technical Committee (JTC1) Canadian Leadership Forum in January 2003. The SCC is also organizing the IEC Annual General Meeting (AGM) in October 2003, and the ISO Networking Conference in Ottawa in May 2003. The SCC now has a strategy in place to host international meetings and conferences in an effort to promote its role at home and abroad.

### **c) Dissemination of Information**

The SCC has many channels through which it distributes information to its stakeholders, including the general public. All SCC Branches and programs share information with their clients and the public, and all Branches are responsible for promoting and fostering the use of the NSS. The main units that are responsible for the dissemination of information are the Information and Research Services, the Technical Document Centre (TDC), the WTO/NAFTA Enquiry Point and the Communications Division. The Volunteer Program also acts as an important information source for current and potential volunteers. Information is circulated through various mediums and services, with the SCC Web site being the leading and most cost-efficient one.

## **Information and Research Services**

### **i) Information and Research Service**

The Information and Research Service responds to enquiries from the public and offers a variety of information products and services. Last year, the Information and Research Service responded to more than 5,500 requests from industry, governments and the public. More than 87% of queries received are from Canadian companies seeking a variety of information, including information on standards, conformity assessment and regulatory requirements in Canada and abroad. As clients are relying more and more on the Internet for basic standards information, the SCC has experienced a shift in the nature of enquiries received. Requests are becoming increasingly complex and technical.

Increasing demand from clients for Web-based standards information services has resulted in the development of new online products and services such as *RegWatch*, which is a unique database of voluntary standards referenced in Canadian federal regulations. In September 2002, the SCC launched a new online publication, "*Consumer Product Safety Legislation in Canada: An Introductory Guide*." This electronic information resource is designed to help users decipher Canada's complex network of consumer product safety laws and regulations.

To add to its existing family of online services, the SCC will be launching the *Standards Alert!* service in FY 2002–2003 to alert clients of changes to Canadian and international standards they are tracking.

In response to results of the 2002–2003 customer satisfaction survey, the major focus of the Information and Research Service in 2003–2004 will be enhancements to existing products and services to better serve its customer base. Plans for 2003–2004 also include further promotion of information products and services, including *Standards Alert!*, *RegWatch* and the *Consumer Product Safety Legislation Guide*. The SCC will also be considering the feasibility of various proposed initiatives, including expanding *RegWatch* to include provincial jurisdictions, and converting the *Consumer Product Safety Legislation Guide* into a fully searchable database format.

### **ii) Technical Document Centre**

The SCC operates a Technical Document Centre (TDC) that maintains a comprehensive collection of Canadian, regional and international standards and standards-related documentation. This collection serves as a primary internal resource for the Information and Research Service as well as external clients. The TDC also maintains a complete collection of federal and provincial gazettes, statutes and regulations that is used as a source of reference for the WTO/NAFTA Enquiry Point and a resource for *Export Alert!* and *RegWatch*.

The TDC is also responsible for ensuring adherence to copyright laws by all users of the material. As required, site licenses or copyright agreements are negotiated for use of ISO standards. All other requests are referred to the owner of the copyright.

In response to the 2002–2003 customer satisfaction survey results, in 2003–2004, the TDC will be exploring means to enhance the level of service it provides by focusing on extending electronic access to include standards from all major standards developers, both national and international, as well as titles to other standards-related publications.

### **iii) WTO/NAFTA Enquiry Point**

The SCC, under contract to the Department of Foreign Affairs and International Trade (DFAIT), operates the Canadian Enquiry Point as required under the WTO Sanitary and Phytosanitary Measures (SPS)/Technical Barriers to Trade (TBT) and NAFTA Agreements. Through the WTO Secretariat, Enquiry Point personnel notify other WTO and NAFTA signatories of proposed changes to Canadian federal and provincial regulations that may have a significant impact on trade.

Via the *Export Alert!* e-mail notification service, interested Canadian parties are privy to advance notice when domestic and foreign governments are proposing changes to technical regulations. In addition, clients of *Export Alert!* are given the opportunity to comment on the full text of the draft regulatory measures they receive through the service; however, this aspect of the service has yet to be utilized to maximum capacity by the service's clients. Consequently, during FY 2003–2004, promotional efforts by SCC's Enquiry Point personnel will, among other things, be directed towards raising clients' awareness of their right to comment on the proposed regulations they receive through the service.

*Export Alert!* has proven to be an attractive concept to other countries, as evidenced by the interest expressed by many for the implementation of a similar notification service in their country. In early FY 2001–2002, the SCC signed a contract with the U.S. Department of Commerce to host *Export Alert!* for the American Enquiry Point. Discussions are under way with other Enquiry Points for similar arrangements. Interest in the *Export Alert!* technology has also been expressed by some Spanish-speaking countries, which resulted in a Spanish version of *Export Alert!* that was developed in FY 2002–2003. During FY 2003–2004, this version will be marketed to the Enquiry Points of those Spanish-speaking countries that expressed interest in the technology.

## **Communications**

The SCC's communications effort aims to promote the benefits of voluntary standardization to industry, consumers, NGOs and governments. All communications and marketing efforts are focused on promoting the use and awareness of the NSS. The SCC also disseminates information on national and international standards issues to Canadians. To meet its communication goals, the SCC produces and distributes a variety of publications; enlists the support of the mass media; undertakes and supports speaking engagements; participates in trade shows; coordinates events and conferences; and maintains a Web site on the Internet.

With the emergence of the Internet as a major communication tool, the SCC is now directing its efforts towards providing a wide range of information products and services online. A new Web site with improved navigation, a standards sales storefront, more intuitive locations for information and a new look and feel should be in place by early FY 2003–2004.

Given the increased focus on hosting international conferences, event management, planning and execution have become a key focus for Communications. In addition to such hostings, the SCC has committed to hosting an NSS Conference every two years. The next NSS Conference is in November 2004, and planning and preparation activities will be a major focus for Communications in FY 2003–2004.

## **Volunteer Program**

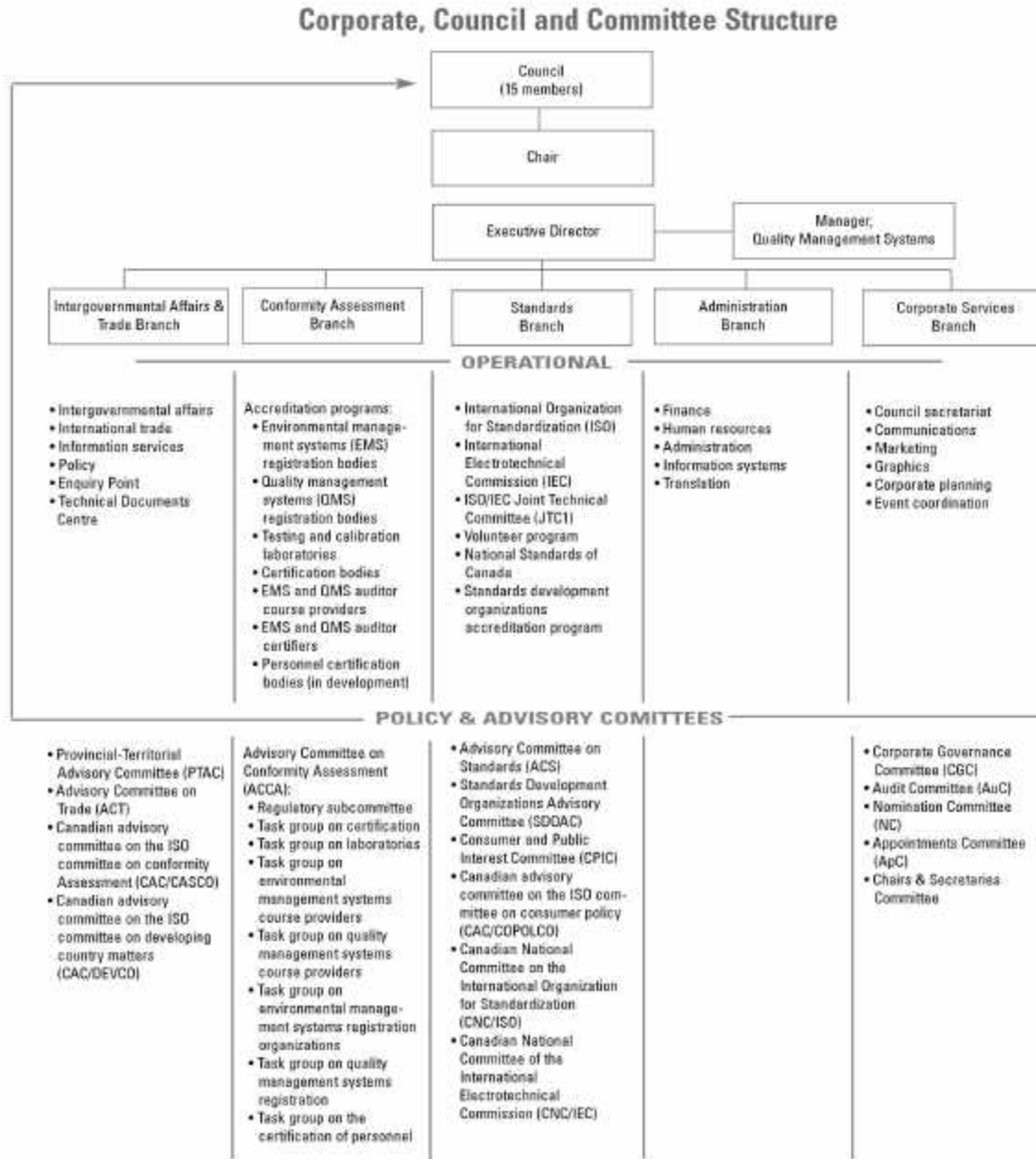
The SCC has always been supported by a network of highly skilled and committed experts who volunteer on its many advisory committees, working groups, task groups, technical committees and Council. In FY 2001–2002, the SCC introduced a formal Volunteer Program to focus on recruitment, recognition and training for this important group that is one of SCC's most effective resources.

Through ongoing communication efforts with volunteers, recruitment campaigns to fill vacant committee seats, a biannual awards banquet and other annual recognition initiatives, and the development and delivery of training modules on various aspects of standardization, relationships with volunteers continue to improve.

In turn, this community of volunteers acts as ambassadors for the SCC and the NSS through their dealings within Canada and their representation of Canada in standardization efforts abroad. They are not only integral to the SCC's work, but are also important channels for distributing information about the SCC's standardization efforts.

### 3.3 Organizational Structure

The organizational structure of the staff, Council and committees are noted in the following chart.



#### Council

The SCC's governing Council is appointed by the federal government and reports to Parliament through the Minister of Industry. The Council consists of up to 15 members: a Chair, a Vice-Chair, 1 member from

the federal government, 1 member from the Council's Standards Development Organizations Advisory Committee, 2 members from the Council's Provincial–Territorial Advisory Committee (PTAC) and 9 others from the private sector, including NGOs.

### **Advisory Committees**

The Standards Council's 8 advisory committees ensure that Council has access to a wide variety of advice, information and viewpoints.

Two of these committees, the Provincial–Territorial Advisory Committee and the Standards Development Organizations Advisory Committee, are established in the SCC Act. The rest have been created by Council.

## **4. Strategic Issues**

### **4.1 Assessment of Results**

#### **SMART Objective Setting**

The SCC's scope of work is vast, and it is often challenging to accurately project performance. Management and staff alike have committed to applying the SMART principles — Specific, Measurable, Achievable, Realistic and Timely — when planning personal and organizational objectives. FY 2002–2003 is the third year that these principles have been used. Each year, projections and measures have improved, which has strengthened the relationship between planned performance and actual results.

#### **Timing Projections**

The SCC's plans sometimes underestimate the timelines for certain initiatives. One example of this can be found within the broader contexts of the Canadian Standards Strategy. The CSS was launched in March 2000, but funding could not be secured to implement the Strategy until September 2001. As a result, the timelines noted within the document became outdated. Situations such as this have offered a basis for benchmarking to develop more realistic timeframes for future SCC initiatives.

Consultation is an important tool that the SCC uses consistently in its standardization efforts. In most initiatives, the SCC uses consensus-based decision-making through committees of stakeholders. Working by committee ensures that the concerns, ideas and needs of clients and stakeholders are considered. It also, however, creates some timing challenges. The SCC continues to improve upon the timeliness of these consultations, while respecting the requirements of the volunteers that participate on these committees.

#### **Customer Satisfaction Targets**

The SCC's first round of customer satisfaction surveying in 1999–2000 established benchmarks for future targets. In FY 2001–2002 and 2002–2003, targets were ambitious. The second round begun in 2002 has allowed the SCC to set more realistic targets for future customer satisfaction surveys.

The 1998–2000 SCC Strategic Plan had established for the organization a customer satisfaction mean score target of 3.5 out of 5. Customer surveys were not routinely done by the SCC until a more formalized Customer Satisfaction Program was put in place early in 2000. Since then, the SCC surveys customers by business unit on a two-year rotation. Due to the diversity of SCC programs and services, it was determined that the SCC would get much more relevant information by using a common survey instrument for all, with customized questions for each business unit. Since FY 2002–2003, the SCC

determines specific targets for each business unit surveyed to encourage constant improvement in all areas. This was not previously captured by an overall SCC customer satisfaction score.

In the FY 2002–2003 Corporate Plan, the customer satisfaction targets for each business unit were set at a 10% increase over the last mean score achieved by each. The actual results for the first business units surveyed in the latest round have achieved only a 4% increase. This suggests that the annual targets set need to be more realistic. In this FY 2003–2004 plan, the SCC has tried to determine more realistic targets for each of the next surveys to be done in FY 2003–2004 and 2004–2005. For further details on these targets, please see section 5.3 *Key Performance Indicators*.

### **Enhancing Key Performance Indicators**

The Key Performance Indicators (KPIs) are constantly improved upon and measure some of the organization’s most important accomplishments for each year. The SCC continues to improve upon KPIs on an annual basis. For FY 2002–2003, several of the Branch KPIs used in the past were significantly changed due to the inability to control certain factors or to properly track these measures.

Section 5.3 outlines the new and improved KPIs for the SCC for FY 2003–2004. Where possible, targets for each have been reported and will offer direction on where each Branch should focus their efforts in FY 2003–2004. Actual versus planned performance for each FY 2002–2003 KPI will be included in the FY 2003–2004 Corporate Plan Summary.

## **4.2 Analysis of the External Environment**

The SCC operates within a complex standardization community, with national, international and regional relationships. It also has ties with industry, governments, consumers and NGOs.

The following tables highlight some of the key corporate considerations that may affect the SCC’s programs and services over the next year. For further details on considerations affecting specific business units, please see the FY 2003–2004 Branch Business Plans.

<b>Within the NSS</b>		
<b>Consideration</b>	<b>Opportunities</b>	<b>Challenges &amp; Threats</b>
<b>The Canadian Standards Strategy (CSS)</b>	<ul style="list-style-type: none"> <li>The CSS has been well received by NSS stakeholders. This has led to demand for an ongoing national approach after the current Strategy is fully implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Identifying and obtaining the additional resources required to support an ongoing national approach and stakeholder focus.</li> </ul>

<p><b>Potential reduction in number of accredited certificates and revenue</b></p>	<ul style="list-style-type: none"> <li>• The SCC is one of the few “one-stop” accreditation bodies in the world, offering services to laboratories, product certification bodies, registration bodies and others.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of accreditation competitors, many of which operate internationally.</li> <li>• Need to recognize and meet our clients’ needs and expectations and to continue to demonstrate that SCC accreditation offers added-value to clients.</li> <li>• Need to develop strategies to offset lost revenues and to avoid putting greater burden on clients who choose to maintain their accreditation certificates.</li> <li>• Need to complete transition to ISO 9001-2000 by registered organizations by December 2003. This may lead to fewer accredited certificates issued by SCC clients and a subsequent reduction in revenue.</li> </ul>
<p><b>Partnerships</b></p>	<ul style="list-style-type: none"> <li>• Partnerships are increasingly used to deliver programs and services or to cross-promote programs and services that are complementary between the SCC and its partners.</li> <li>• Conformity Assessment benefits from partnerships in the delivery of accreditation programs and associated increases in demand for accreditation services.</li> <li>• The Canadian model for the dissemination of proposed changes to domestic and foreign regulations is highly regarded among other countries. As such, several have expressed interest in partnering with the SCC for the implementation of a similar service in their respective countries.</li> <li>• A trend in partner organizations to outsource standards-related research is leading to a new research partnership model within Information and Research Service.</li> </ul>	<ul style="list-style-type: none"> <li>• More formal partnership agreements should be signed to ensure that both SCC and its partners are meeting the expectations and needs of new and existing collaborations.</li> <li>• Need to review requirements of ISO 17011 (which will replace ISO/IEC Guides 58 and 61), which governs SCC’s accreditation partnerships.</li> <li>• Some countries, especially developing countries, are unable to fund such partnerships themselves. Granting agencies need to be further involved in supporting such technology-sharing partnerships.</li> <li>• There is a need to actively market the SCC’s capabilities in this area, and to ensure that research deliverables are clearly understood by the client.</li> </ul>

<p><b>Demand for value relative to cost and reasonable, competitive fees in cost-recovery programs</b></p>	<ul style="list-style-type: none"> <li>• Existing customers will never be completely satisfied with a new fee structure, but working cooperatively with other accreditation bodies may result in overall cost savings.</li> <li>• The SCC has an opportunity to take a leadership position in the implementation of Mutual Recognition Arrangements (MRAs) and Multilateral Agreements (MLAs), taking advantage of experience gained in the signing of other agreements.</li> <li>• By involving accreditation clients in fee structure decisions through consultations, the SCC can continue to be transparent and maintain the respect and trust of clients.</li> </ul>	<ul style="list-style-type: none"> <li>• With the increase in international recognition of accreditations, there is a risk that Canadian conformity assessment bodies may choose to become accredited by other countries' accreditation bodies unless the SCC continues to demonstrate enhanced value-added elements.</li> <li>• Cost-recovery goals must continue to include both direct and indirect costs.</li> <li>• There is a need to evaluate services offered and contemplated against the risk of any conflict of interest as a third-party accreditation body, as per ISO/IEC Guides 58 and 61.</li> </ul>
--	---	--

<p align="center"><b>Outside of the NSS</b></p>		
<p><b>Consideration</b></p>	<p><b>Opportunities</b></p>	<p><b>Challenges &amp; Threats</b></p>
<p><b>Regulation</b></p>	<ul style="list-style-type: none"> <li>• Standardization can play a key role in reducing regulatory burden.</li> <li>• Governments are looking for viable alternatives to regulations, while still protecting public safety. The NSS is ideally suited to address this.</li> <li>• There is an increased demand for accreditation services as a result of regulatory bodies referencing standards and SCC accreditation programs in new legislation.</li> <li>• There is a potential for deeper involvement by Canadian stakeholders in the regulatory process.</li> <li>• Increased use of voluntary standards as an alternative to technical regulations may increase the utilization of new information services (i.e. <i>RegWatch</i>).</li> </ul>	<ul style="list-style-type: none"> <li>• Engaging governments in standardization.</li> <li>• Incorrect public perception that standards are mandatory and that their use is always monitored by the government to ensure compliance.</li> <li>• Implementing new programs in the absence of significant additional resources to support them and identifying innovative funding approaches through partnership arrangements.</li> <li>• Developing new programs and services in a timely way to meet shifting needs of the marketplace.</li> <li>• Quantifying the cost savings to regulators achieved by standardization.</li> <li>• Encouraging Canadian stakeholders (e.g. importers, exporters, small and medium-sized enterprises) to comment on the domestic and foreign proposed regulations that affect them.</li> </ul>



<p><b>Trade facilitation and market access</b></p>	<ul style="list-style-type: none"> <li>• Participation in regional and international standardization forums and signing of arrangements and agreements.</li> <li>• Participation in these forums reduces trade barriers and makes standardization a priority for exporters.</li> <li>• Canada's NSS is often cited as a model to be emulated and has a well-established reputation internationally. As a result, we are asked to assist in developing similar structures and programs in other countries.</li> <li>• Accreditation clients receive maximum value on their investment through recognition of their accreditation internationally.</li> <li>• Increasing interest in technical requirements on export markets from the Canadian small and medium sized business community.</li> <li>• Coordinated effort among Canadian government agencies to adhere to all the provisions of the SPS and TBT Agreements of the WTO positions Canada as a model for the effective implementation of these Agreements.</li> </ul>	<ul style="list-style-type: none"> <li>• Financial and human resource costs associated with relationship development and Canadian representation.</li> <li>• Communicating the value-added aspect of this participation to our clients.</li> <li>• International participation is necessary to ensure that SCC programs continue to reflect international requirements.</li> <li>• Need to continue to meet international criteria (i.e. APLAC, IAF, PAC and IAAC) in order to maintain member status in these MRAs, MOUs and MLAs. Resources are needed to address new requirements such as conducting witness audits, and will also require staff to participate in the implementation and observation of agreements (e.g. technical and management committees, peer evaluations, policy development).</li> <li>• Continued participation/membership in groups like ISONET, to ensure continued exchange and access to information from other world markets.</li> <li>• Promotion of SCC expertise in the area of trade related technical assistance (e.g. establishment of a National Enquiry Point, conformity assessment systems).</li> </ul>
<p><b>Social policy initiatives</b></p>	<ul style="list-style-type: none"> <li>• More than 15,000 people volunteer in the NSS, many on committees that work on important standards enhancing Canadians' quality of life.</li> <li>• Canada is a standardization model for the world and through its efforts internationally (e.g. participation in DEVCO) is assisting developing countries in their own efforts to standardize social policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient financial support for social policy-related initiatives.</li> <li>• Engaging granting agencies in programs that assist developing countries, and getting financial commitment from them to assist in operating the programs.</li> </ul>

<p><b>Support of federal government priorities</b></p>	<ul style="list-style-type: none"> <li>• The Innovation Strategy is giving greater profile to the changing methods and strategies used by the federal government to affect public change. Innovative standardization examples are being promoted within the framework of Industry Canada's Innovation efforts.</li> <li>• Greenhouse Gas and Climate Change activities/initiatives also provide opportunities to create and adapt public mechanisms and approaches to meet the challenges of this and other environmental issues.</li> <li>• Food Safety is a key priority for both the public and governments.</li> <li>• Water Safety has been at the forefront of the Ontario government's priorities, and this concern is beginning to expand into other provinces.</li> <li>• Smart Regulation is a priority of the current federal government, and the SCC with the help of Industry Canada can position standards as an alternative to regulations where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Support of government priorities in addition to standardization priorities increases the demand on already stretched resources (particularly staff time).</li> <li>• Promoting understanding and awareness of standards and conformity assessment initiatives within government.</li> </ul>
<p><b>Shifting marketplace rules</b></p>	<ul style="list-style-type: none"> <li>• The SCC can play a role in reducing technical and other barriers to trade through existing programs and services and possible future services.</li> </ul>	<ul style="list-style-type: none"> <li>• The SCC and the NSS must be flexible to constant changes in the marketplace, while addressing corporate social responsibility issues.</li> </ul>

### **4.3 Assessment of Corporate Resources**

Since 1999, an overhaul of existing policies, structures and processes was begun within the SCC and the NSS. Major internal initiatives over the last three years included, but were not limited to:

- restructuring of SCC Branches and Advisory Committees;
- development and implementation of a new Hay employee rating and performance system;
- implementation of a new QMS within SCC and hiring a full-time Quality Manager to ensure conformance;
- shift from contract to permanent positions;
- new office location providing a modern working environment at a significant annual cost savings to the SCC;
- securing funding and resources to implement the CSS;
- creation of a Trade and Policy Division to support standards development and conformity assessment activities, as well as the SCC advisory committees;
- migration from paper-based interactions and communications to use of electronic tools (including online forums, Web site, etc.); and

- making governance at the Council level more strategic and policy-oriented and building a solid relationship with management based on corporate governance principles .

Improvements to the SCC's internal environment have had a positive impact on staff and stakeholders. The SCC is now confidently poised to use the tools it has developed internally to make the organization stronger and chart a course that will allow it to make a consistently positive impact on its external environment.

The following are a few of the key corporate strengths and weaknesses in the SCC's internal operating environment.

<b>Corporate Strengths &amp; Weaknesses</b>
<b>Strengths</b>
<ul style="list-style-type: none"> <li>• <b>Providing Expertise and Advice</b> — The SCC provides policy advice on standardization-related issues to a wide variety of stakeholders (including consumers, governments, NGOs and industry) in whom it is important to ensure a heightened level of understanding of the importance of standards in their industries.</li> <li>• <b>Provision of Electronic Communications</b> — Through its Web site and online forums (SiteScape), the SCC is facilitating cost-efficient and effective methods of communications between itself, the public and its committees.</li> <li>• <b>Performance Measurement Systems</b> — The SCC has developed its own performance evaluation system for employees, where objectives and appropriate measures for each are set by the employee and their manager at the beginning of each fiscal year. The corporate planning cycle now falls in line with this performance system in that business plans and KPIs serve as the basis upon which employees and managers determine individual performance objectives (see in section <i>5.1 Relational Planning Map</i> for further details).</li> <li>• <b>Quality Management System (QMS)</b> — In FY 2001–2002, the SCC formalized its QMS by hiring a Quality Manager who has developed a new system based on the ISO 9001-2000 standard. The QMS will assist the SCC in clarifying roles and responsibilities, training new staff, and managing client expectations and potential risk.</li> </ul>
<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• <b>New Products, Programs and Services</b> — The SCC and its staff are committed to responding to the developing needs of their clientele and stakeholders, and to embracing new business opportunities where possible. In FY 2002–2003, the SCC developed an improved and more formalized process to determine which opportunities should be explored and implemented. Consistent with the SCC's QMS, Branches identify new opportunities, conduct necessary research and submit proposals for new products, services and programs to the appropriate management level for consideration. As a result of this new process, the potential risk and possible returns on investment involved in each new endeavour are identified and used to determine the best use of the SCC's limited resources.</li> <li>• <b>Internal Communication</b> — Mechanisms such as staff meetings and internal newsletters are being utilized to augment the internal flow of information, which is primarily electronic. Branches continue to seek opportunities to interact with each other and share information in a timely way.</li> <li>• <b>Reactive vs. Proactive</b> — As with most organizations, the SCC must ensure that it continues to keep apace of changes to the external business and regulatory environment in order to ensure its continued relevance and responsiveness to the needs of the various client and stakeholder groups. Increasingly, the SCC needs to ensure both an ongoing understanding of the environments within which it operates and also proactive approaches in the delivery of its program and services. By applying more proactive approaches, the SCC may also have a greater chance of getting involved in important initiatives earlier; this would create opportunities for the SCC and its NSS partners to showcase their expertise and leadership abilities in areas affecting standardization.</li> </ul>

## 5. Objectives, Strategies and Performance Measures

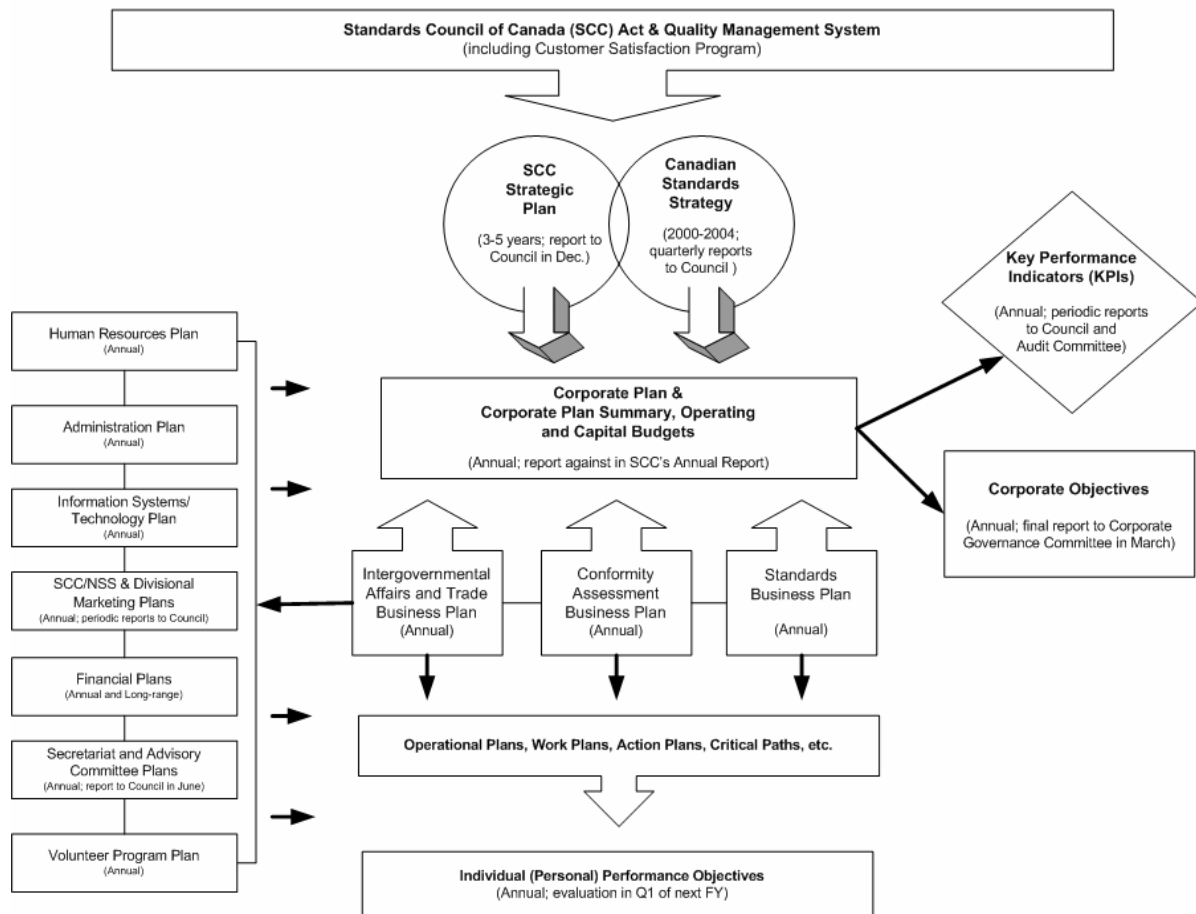
The Standards Council of Canada's operating objectives and performance indicators are delineated in its annual Corporate Plan and derived from its 3-5 year strategic plan. The Canadian Standards Strategy (CSS), officially launched in March 2000, is the foundation for both these documents and the source of current corporate direction. The CSS continues to be, in effect, Canada's action plan for the National Standards System (NSS). The strategy, created through public consultation, captures the most significant standards issues facing Canadian stakeholders and outlines specific action items to be completed. As the Standards Council's current strategic plan and the 23 action items outlined in the CSS are accomplished, the Standards Council will turn its attention in fiscal year 2003-2004 to updating strategic directions for itself and the National Standards System which it oversees.

A full list of objectives and planned activities is included in the SCC Branch Business Plans for fiscal year 2003-2004.

### 5.1 Relational Planning Map

In recent years, the SCC has focused on integrating processes to reduce duplication of efforts and to streamline operations. The following diagram outlines the relationships between major organizational initiatives and program areas.

**Standards Council of Canada Planning Documents - Relational Map**



## 5.2 Corporate Operations and Reports by Business Line

### 5.2.1 Corporate Operations

Corporate Operations encompasses planned performance and objectives of the SCC support services provided by its Corporate Services and Finance and Administration Branches and any overall priorities for the organization.

#### Performance Indicator: Customer Satisfaction Surveys

The SCC is committed to continuous improvement and monitors its effectiveness through performance measures for each objective, as well as through its key performance indicators (KPIs). The SCC has one overall KPI — level of client satisfaction. Through the SCC's QMS, there is a requirement to collect client feedback on an ongoing basis. One of the formalized ways that this is done is through the collection of customer satisfaction data via biannual surveys.

The satisfaction of our customers is measured through surveys conducted on a rotating two-year schedule. Satisfaction is measured on a scale of 0 to 5, with 0 representing "not satisfied" and 5 representing "very satisfied". For FY 2002–2003 and FY 2003–2004, the target for each unit is to achieve a 10% improvement over the score it received in its previous survey.

Business Unit or Program	2000-2001	2001-2002	2002-2003	Change in %	Next Survey	Next Target
Information and Research Service clients	3.73	NA	3.84	+ 3 %	FY 2004–2005	3% over 3.84
Enquiry Point clients	3.80	NA	3.92	+ 4 %	FY 2004–2005	2% over 3.92
Management Systems Registration Bodies	2.97	NA	2.90	- 1 %	FY 2004-2005	5% over 2.90
Certification Bodies	3.72	NA	3.95	+ 6 %	FY 2004-2005	3% over 3.95
Web site visitors	3.35	NA	NA	NA	FY 2003-2004	5% over 3.35
Laboratories (PALCAN)	NA	3.59	NA	NA	FY 2003-2004	3% over 3.59
Standards Development volunteers	NA	3.50	NA	NA	FY 2003-2004	4% over 3.50

#### Performance Indicator: Employee Performance

At least 90% of employees receiving a satisfactory or better performance rating.

#### Performance Indicator: Net Income/Loss Versus Overall Budget

At year-end, the net financial result will be within 1.5% of budget.

## Objectives:

- Hosting of and planning for major national and international events including:
  - International Organization for Standardization (ISO) Networking Conference – May 2003
  - International Electrotechnical Commission (IEC) Annual General Meeting - October 2003
  - Pacific Area Standards Congress (PASC) – May 2004
  - National Standards System Conference – November 2004
- Renewal of the Canadian Standards Strategy through the development of new action items
- Development of new strategic directions for SCC
- Complete the implementation of a redesigned SCC Web site, including e-commerce
- Continue the internal audit program to ensure compliance with the *Financial Administration Act*

## 5.2.2 Standards Development

Standards Development encompasses planned performance and objectives of the Standards Development and Standards Governance divisions within SCC's Standards Branch.

### Performance Indicator: Canadian Use of International Standards

Improve the suitability of international standards for Canadian use.

### Performance Indicator: Canadian Contribution to ISO and IEC

Canadian contribution performance record with ISO and IEC (Leader in ISO Tier 2 countries).

## Objectives:

- Present to and liaise with government decision-makers to make standards (and conformity assessment) a full part of the public policy debate
- Implement new linkages with sectors, emerging technologies and consortia to achieve improved coherence and appropriate representation of Canadian stakeholders
- Increase proportion of ISO/IEC national committees that are harmonized with SDO Committees
- Implement and maintain the Consumer and Public Interest Committee (CPIC) process of setting priorities for standardization in the areas of health, safety, the environment and other social issues

## 5.2.3 Conformity Assessment

Conformity Assessment encompasses planned performance and objectives of the Product Certification, Laboratories and Management Systems divisions within SCC's Conformity Assessment Branch.

### Performance Indicator: Quality of Conformity Assessment Programs

Improve the quality of accreditation program delivery by:

- A) Responding to complaints within 3 working days;
- B) Increasing the client base and completing all audit activities as follows: *PALCAN* — 440 laboratories, 220 audits; *Certification Bodies* — 27 Certification Bodies, 27 audits; *Management Systems* — 24 Registration Bodies, 88 audits; and
- C) Achieving cost recovery targets for all programs (100% established programs, targets for new programs as per individual business plans).

## Objectives:

- Demonstrate leadership through active participation in IEC CAB and the IEC's Electrical Equipment (IECEE) CB Scheme
- Promote the use of the NSS as an alternative to government regulations by actively participating in National Public Safety Advisory Committee, PTAC and the various regulatory advisory councils
- Implement new or expanded programs: Personnel Certification Bodies Accreditation Program; Inspection Bodies Accreditation Program (and work towards ILAC and regional recognition for this program)
- Develop and finalize partnership agreements with: the Canadian Lumber Standards Accreditation Board (CLSAB) for the accreditation of lumber-grading inspection bodies; the Ontario Medical Association for the Medical Laboratories Accreditation Program (PALCAN Program Specialty Area); and Conseil d'accréditation du Québec for the accreditation by SCC of organic food certifiers

### 5.2.4 Policy and Information

Policy and Information encompasses planned performance and objectives of the Trade and Policy, Enquiry Point and Information and Research Services divisions within SCC's Intergovernmental Affairs and Trade Branch.

#### Performance Indicator: Alert Services

Increase customer bases of Alert Services:

- A) *Standards Alert!* by 300 new subscribers
- B) *Export Alert!* by 10% of current customer base

#### Performance Indicator: Client Service

Respond to incoming information enquiries within established service standards in 95% of cases.

## Objectives:

- Continue to engage developing countries in standardization (ongoing contribution to CSS #4)
- Continue to support and promote the global applicability of accreditation and accreditation-based approaches to conformity assessment
- Provide support for provincial and territorial cooperation on standardization issues (ongoing contribution to CSS #16)
- Continue to make standardization a full part of the public policy debate
- Increase the use of Web and electronic tools in the delivery of more relevant and targeted information products and services to better address client needs

## PART 6: FINANCIAL AND RESOURCE PLANS

This section presents the FY 2003-2004 planning budget, the FY 2003-2004 Capital Budget, the FY 2004-2005 to FY 2007-2008 operational plans and an overview of current financial performance. Resources have been based on the existing objectives of the organization, as outlined in the Corporate Plan.

### 6.1 Financial Performance: 2001-2002 and 2002-2003

The SCC concluded the most recent fiscal year (FY 2001-2002) with total Unrestricted Equity of \$2.0 million. Current assets, at that time, exceeded current liabilities by a ratio of just under 2:1. SCC's capital structure consists solely of furniture, equipment and leasehold improvements. The corporation does not own real property and does not carry debt. Cash balances are held to a minimum, and for the last number of years were equal to approximately one month's operational requirements. The corporation has, over the past decade, operated within 2% - 5% of its budgetary targets. At the end of FY 2001-2002, however, an operating surplus of \$402 thousand funded the acquisition of capital assets, and helped restore the SCC's working capital to a level equivalent to two months operational requirements.

Operating funds are derived from three major sources: Parliamentary Appropriation, Conformity Assessment Accreditation Fees, and royalties from Standards Sales. Since FY 1989-1990, parliamentary appropriation as a percentage of gross revenues has fallen from 80% to 55%, as SCC now delivers many of its programs on a cost recovery basis.

This subsection provides an overview of SCC's actual performance against its plan for the fiscal years ending March 31, 2002 and March 31, 2003, with an explanation of major variances.

	<i>Financial Performance 1999-2004</i>				
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004
	\$ Actual	\$ Actual	\$ Actual	\$ Forecast	\$ Plan
<b>Revenue</b>					
CA Accreditation fees	2,751,778	3,164,349	4,025,468	4,400,280	4,701,100
Royalties on Sale of Standards	530,107	556,012	656,034	560,000	560,000
WTO/NAFTA Enquiry Point	304,027	309,050	299,824	246,150	251,800
Standards Initiatives Program Funding	1,234,717	-	# -	0	0
Net Parliamentary appropriation	5,132,924	4,925,095	6,736,724	6,987,700	7,591,800
Other	534,623	554,590	436,464	478,827	648,600
	<b>10,488,176</b>	<b>9,509,096</b>	<b>12,154,514</b>	<b>12,672,957</b>	<b>13,753,300</b>
<b>Expenses</b>					
Conformity Assessment	2,589,880	2,497,893	2,833,835	3,241,585	3,338,300
Standards	2,690,307	2,481,359	3,187,459	3,644,734	4,428,200
Intergovernmental Affairs/Trade	697,285	538,060	759,658	938,583	973,800
Information Services	419,732	375,411	389,762	461,982	514,400
WTO/NAFTA Enquiry Point	304,027	309,050	299,824	246,150	251,800
Management & Administration	3,769,330	3,317,982	4,282,158	4,019,820	4,246,800
	<b>10,470,561</b>	<b>9,519,755</b>	<b>11,752,696</b>	<b>12,552,854</b>	<b>13,753,300</b>
<b>Net Income(Loss)</b>	<b>17,615</b>	<b>(10,659)</b>	<b>401,818</b>	<b>120,103</b>	<b>0</b>



### **6.1.1 Explanation of Variances**

#### **FY 2001-2002 Budget vs. FY 2001-2002 Actual**

##### Expenses

Expenses for FY 2001-2002 were \$11.8 million, approximately \$200 thousand higher than budgeted. Increased program activity occurred in all major areas of the organization, most specifically in conformity assessment and in the continued implementation of the Canadian Standards Strategy. SCC held the National Standards System Conference (NSSC) in March of 2002, resulting in substantially higher meetings expenses. The most significant increase, however, was in professional fees. This was also, in part, related to the NSSC, but resulted more specifically from a delay in filling staff vacancies until late in the fall, requiring the corporation to use contract employees for a large portion of the year. Travel costs were higher than in previous years, but fell well short of budget due to lower than anticipated travel activity resulting from staff vacancies, and to the events of September 11, 2001. Office supply expenses were higher, as the new staff were equipped, and office forms software upgraded.

##### Revenues

Total revenues for FY 2001-2002 were \$12.2 million. The largest area of increase was in parliamentary appropriation, the result of a newly approved and ongoing adjustment to SCC's base appropriation. This adjustment arose from a request by SCC for a program integrity review, specifically in light of the end of the Standards Initiatives Program in 2000. This funding has been used to increase staff resources, and to implement the Canadian Standards Strategy. There was also a notable increase in revenue generating activity in the conformity assessment divisions, which has contributed to the achievement of almost 90% full cost recovery in the programmes. Another area of note is Web hosting revenue, which although lower than budget has laid the foundation for future revenues through the establishment of business relationships with several government departments. Finally, royalties from ISO and IEC web store sales surpassed all expectations in FY 2001-2002, generating 35% more revenue than anticipated at the time the budget was prepared.

##### Capital Expenditures

An operating surplus of \$402 thousand funded the acquisition of capital assets not originally budgeted, including new servers, a multimedia projector and project accounting/integration software to improve the financial system.

	<b>Statement of Operations 2001-2002</b>		<b>Statement of Operations 2002-2003</b>	
<b><u>EXPENSES</u></b>	<b><u>BUDGET</u></b>	<b><u>ACTUALS</u></b>	<b><u>BUDGET</u></b>	<b><u>FORECAST</u></b>
Personnel	5,321,200	5,273,478	5,645,400	5,704,900
Communications	190,800	155,717	162,100	155,327
Travel	1,762,500	1,445,835	1,839,100	1,835,762
Delegate and Secretariat Assistance	336,000	271,652	335,000	365,001
Information and Documentation	126,200	79,919	99,000	95,000
Public Relations	171,000	111,371	173,600	178,400
Professional and Special Services	831,300	1,398,626	1,097,400	1,321,685
Accommodation	593,100	600,863	563,300	622,944
Rental of Equipment	65,100	71,036	60,100	54,900
Printing and Duplication	65,500	59,061	49,800	45,113
Office Supplies	163,000	255,999	156,200	133,000
Meetings	196,700	349,516	320,100	297,925
Membership Fees	967,400	959,056	1,005,300	999,267
Translation of National Standards	150,000	130,000	150,000	150,000
Training and Development	83,800	89,119	87,900	86,600
Other	181,000	160,549	174,100	186,131
Depreciation Expense	345,400	340,899	313,800	320,901
	11,550,000	11,752,696	12,232,200	12,552,856
<b><u>REVENUES</u></b>				
Sales of Standards and Research Service	495,000	665,894	567,500	562,500
Accreditation Programmes - CA	3,495,300	4,025,468	3,972,300	4,400,280
Accreditation Programmes - SDO	40,000	-	96,900	86,000
WTO/NAFTA Enquiry Point	304,800	299,824	251,800	246,150
Web Hosting Revenue	150,000	68,520	150,000	120,000
Revenue Recognition Special Projects	100,600	100,600	24,300	24,226
Other	73,700	257,484	185,400	246,103
	4,659,400	5,417,791	5,248,200	5,685,259
Net Cost of Operations	(6,890,600)	(6,334,906)	(6,984,000)	(6,867,597)
Net deferred/recognized government funding	(42,400)	(202,497)	80,000	83,700
Parliamentary Appropriation	6,933,000	6,939,221	6,904,000	6,904,000
<b>NET SURPLUS (DEFICIT)</b>	<b>-</b>	<b>401,818</b>	<b>-</b>	<b>120,103</b>
Capital Budget	252,000	416,187	209,500	209,500
<b><i>Detailed financial statements for FY 2001-2002 and FY 2002-2003 can be found in appendix A</i></b>				

**6.1.2 Explanation of Variances  
FY 2002-2003 Budget vs. FY 2002-2003 Forecast**

Expenses

Expenses are forecast at \$12.6 million, approximately \$300 thousand higher than budget. The sole category of expenditure that is forecast to surpass acceptable variance levels is Professional Fees. This is largely due to an increase in activities in conformity assessment, and is more than offset by related revenue.

Revenues

Revenues are forecast at \$12.7 million, approximately \$400 thousand higher than budget, and result from increased conformity assessment accreditation fees. Additionally, contributions from sponsors were received to help offset current year planning costs for the International Electro-technical Commission Annual General Meeting to be held next fiscal year, resulting in higher than budgeted revenue.

Capital Expenditures

Capital expenditures are forecast to be in line with the budget.

**6.1.3 Performance against Plan - Highlights**

Key Financial Highlights For the years ended March 31 (\$ thousands)	2002		2003		2004
	Budget	Actual	Budget	Forecast	Plan
Standards Sales Royalties	490	656	555	560	560
Revenue from CA Accreditations	3,495	4,025	3,972	4,400	4,701
Operating Expenses	7,657	7,471	8,183	8,530	9,506
Corporate & Administrative Expenses	3,893	4,282	4,049	4,020	4,247
Surplus(deficit)	0	402*	0	120	0
SCC Committee Financing	234	250	288	260	308
Expenditures related to Conferences	158	285	265	317	940
Capital Expenditures	252	416	210	210	200

*\*used to fund capital expenditures*

<b>Resource and Allocation Highlights</b>					
<b>For the year ended March 31</b>					
	<b>2002</b>		<b>2003</b>		<b>2004</b>
	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>	<u>Forecast</u>	<u>Plan</u>
% revenue from parliamentary appropriation	60%	55%	55%	54%	55%
% cost recovery in Conformity Assessment	87%	91%	90%	93%	93%
Person-Years	84.75	84.00	86.00	85.00	89.00
Corp and Admin costs per PY(\$)	79513	80,795	74,347	74,098	74,180

## 6.2 Financial Plan 2003-2004

The proposed plan for FY 2003-2004 has revenues and expenditures set at \$13.8 million, an increase of \$1.2 million from the current year's projected totals. The increase is from several sources: Parliamentary Appropriation is up \$600 thousand in support of SCC's hosting of a major international conference, contributions by both private and government interests to the cost of hosting the conference are expected to total over \$300 thousand, and the conformity assessment divisions are expected to generate additional revenues of \$300 thousand.

The following assumptions have been made in the preparation of the FY 2003-2004 operating plan:

- a) Membership fees to ISO and IEC are paid in Swiss francs. This plan projects an average exchange rate of \$1.15 Canadian, which is higher than the historical trading rate of between \$0.88 and \$1.13, but takes into account the current trend in the money market.
- b) Provision has been made for an average increment of 4% in the annual performance/at risk pay, as well as a salary band increase of 2.5% to adjust for inflation. Additionally, SCC proposes to add 3 new positions to the Conformity Assessment branch, with the understanding that they are fully cost recoverable, and therefore sustainable.
- c) Two new additions to the Management Systems stream, Hazard Analysis & Critical Control Point, and Personnel Certification Bodies Accreditation Program, as well as the Inspection Bodies Program in Certification are expected to bring in positive revenues in the first year, contributing to the \$300 thousand increase in accreditation fees expected in FY 2003-2004.
- d) SCC will host the IEC AGM in October 2003. It is anticipated that the costs not covered by the additional appropriation will be offset by contributions by private and public sector sponsors.
- e) The proposed budget for FY 2003-2004 continues to support the Volunteer program, and provides an allocation of \$72 thousand to pursue continued recruiting, training and volunteer support.

**BALANCE SHEET**  
(in thousands of  
dollars)  
2003-2004

---

**ASSETS**

Cash and Short-Term Deposits	1,225
Accounts Receivable	
Industry	575
Foreign Affairs and International Trade	75
Other	1,495
Prepaid Expenses	918
Fixed Assets (net)	<u>982</u>
<b>TOTAL ASSETS</b>	<b><u><u>5,270</u></u></b>

**LIABILITIES**

Accounts Payable and Accrued Liabilities	600
Customer and Other Deposits	40
Deferred Annual Fees	1,500
Deferred Tenant Allowance	305
Deferred Government Funding	<u>676</u>
	<b>3,121</b>
<b>Unappropriated Equity</b>	<b>2,149</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b><u><u>5,270</u></u></b>

**STATEMENT OF OPERATIONS**  
(in thousands of dollars)  
**2003-2004**

**EXPENSES**

Personnel	6,255
Communications	167
Travel	1,781
Delegate and Secretariat Assistance	335
Information and Documentation	96
Public Relations	112
Professional and Special Services	1,210
Accommodation	605
Rental of Equipment	58
Printing	44
Office Supplies	137
Meetings	166
Membership Fees	1,157
Translation of National Standards	150
Training and Development	89
Hosting of International Meetings	900
Other	177
Depreciation Expense	314
	13,753

**REVENUES**

Sales of Standards and Information Research Service	563
Accreditation Programmes	4,701
WTO/NAFTA Enquiry Point	252
Special Projects Funding	0
Revenue from Web Hosting	150
Other	495
	6,161

Net Cost of Operations (7,592)

Parliamentary Appropriation - Industry Canada	7,504
Net deferred/recognized government funding	88
	88

**NET SURPLUS (DEFICIT) 0**

Capital Budget 200

**STATEMENT OF CASH  
FLOWS**  
(in thousands of dollars)  
**2003-2004**

**Operating Activities**

Net income(Loss)	0
Adjustments for Non-Cash Items:	
Amortization of capital assets	314
Amortization of deferred revenue related to tenant allowance	(26)
Amortization of deferred government funding	<u>(288)</u>
	0
Changes in current liabilities and current assets other than cash	<u>80</u>
Cash Flows from operating activities	80

**Investing Activities**

Additions to capital assets	(200)
-----------------------------	-------

**Financing Activities**

Funding for acquisition of assets:	
Parliamentary Appropriation	<u>200</u>
Increase (decrease) in cash during year	80
Cash at the beginning of the year	<u>1,145</u>
<b>Cash at the end of the year</b>	<u><u>1,225</u></u>

## **6.2.1 Explanation of Variances FY 2003-2004 Plan vs. FY 2002-2003 Forecast**

### Expenses

Expenses for FY 2003-2004 are \$13.8 million, about \$1.2 million higher than is forecast for FY 2002-2003. There is \$900 thousand earmarked for the annual general meeting of the IEC, which is being hosted by SCC in October. Significant increases occur in personnel costs, due to the addition of 3 new staff positions, an annual pay band adjustment and performance pay adjustments. Additionally, annual membership fees increase, as the currently high exchange rates are anticipated to continue into the spring. Reductions from last years level of spending should be noted in the following areas: professional fees related to PALCAN assessments will fall, as staff continue to lead a higher percentage of assessment visits. Additionally, professional fees attributable to organizing the IEC AGM during FY 2002-2003 have been reclassified as Hosting of International Meetings expense in FY 2003-2004. In FY 2002-2003, SCC hosted several conferences, including APLAC and COPANT. In FY 2003-2004, meetings expenses related to the IEC AGM have been budgeted under Hosting of International Meetings.

### Revenues

There are 3 main sources of increased revenues in FY 2003-2004: \$600 thousand, which represents the portion of parliamentary appropriation previously held back for use in hosting international conferences, is brought into revenue this year. There is an additional \$325 thousand being raised by the Standards branch to assist in defraying the balance of the cost of hosting the IEC AGM. Revenues in Conformity Assessment continue to rise as participation in the programs increases, and new sectors and business lines, such as the Inspection Bodies programme, are introduced.

### Capital Expenditures

Capital expenditures in FY 2003-2004 will continue to support SCC's technological infrastructure. There are some additions planned to the furniture inventory as existing floor space is reorganized to accommodate the new hires.



**OPERATIONAL PLAN**

<b><u>EXPENSES</u></b>	<b><u>2003-2004 PLAN</u></b>	<b><u>2002-2003 FORECAST</u></b>
Personnel	6,255,300	5,704,900
Communications	166,850	155,327
Travel	1,780,700	1,835,762
Delegate and Secretariat Assistance	335,000	365,000
Information and Documentation	96,000	95,000
Public Relations	112,000	178,400
Professional and Special Services	1,210,600	1,321,685
Accommodation	604,900	622,944
Rental of Equipment	58,300	54,900
Printing and Duplication	44,000	45,113
Office Supplies	137,200	133,000
Meetings	165,600	297,925
Membership Fees	1,157,200	999,267
Translation of National Standards	150,000	150,000
Hosting of International Meetings	900,000	-
Training and Development	88,600	86,600
Other	176,950	186,131
Depreciation Expense	314,100	320,900
	<b>13,753,300</b>	<b>12,552,854</b>
<b><u>REVENUES</u></b>		
Sales of Standards and Information Research Service	562,500	562,500
Accreditation Programmes - CA	4,701,100	4,400,280
Accreditation Programmes - Standards Development Organizations	80,000	86,000
WTO/NAFTA Enquiry Point	251,800	246,150
Web Hosting Revenue	150,000	150,000
Special Projects Funding	-	24,226
Other	416,100	216,101
	<b>6,161,500</b>	<b>5,685,257</b>
Net Cost of Operations	<b>(7,591,800)</b>	<b>(6,867,597)</b>
Net Deferred/Recognized Appropriation Funding	87,800	83,700
Parliamentary Appropriation – Industry Canada	7,504,000	6,904,000
<b>NET SURPLUS (DEFICIT)</b>	<b>-</b>	<b>120,103</b>
Capital Budget	200,000	209,500

## 6.2.2 The 2003-2004 Capital Budget and 2004-2008 Plan

The following are the Capital Budgets provided for each of the years covered by this document.

2001-2002	\$416,187
2002-2003	209,500
2003-2004	200,000
2004-2005	200,000
2005-2006	200,000
2006-2007	200,000
2007-2008	200,000

### VARIANCE ANALYSIS

#### **2001-2002 Actual Expenditures vs. 2001-2002 Capital Budget**

\$416,187 vs. \$252,000

An operating surplus provided the opportunity to acquire upgraded computer software and hardware.

#### **2002-2003 Forecast vs. 2002-2003 Capital Budget**

\$209,500 vs. \$209,500

No variance exists.

#### **2002-2003 Forecast vs. 2003-2004 Capital Budget**

\$209,500 vs. \$200,000

The budget represents ongoing computer and related technology upgrades.

### 6.2.3 The Operating Plan 2004-2005 to 2007-2008

The following displays the operating plan based on the FY 2003-2004 planned budget:

#### BALANCE SHEET

(thousands \$)

	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
<b>ASSETS</b>							
Cash	1,197	1,145	1,225	1,250	1,261	1,241	1,313
Accounts Receivable:							
Industry	1,356	854	575	588	664	637	600
Foreign Affairs & International Trade	64	78	75	75	75	75	75
Other	1,332	1,305	1,495	1,595	1,590	1,705	1,650
Prepaid Expenses	832	908	918	920	918	920	970
Fixed Assets (net)	1,207	1,096	982	876	790	750	714
<b>TOTAL ASSETS</b>	<b>5,988</b>	<b>5,386</b>	<b>5,270</b>	<b>5,304</b>	<b>5,298</b>	<b>5,328</b>	<b>5,322</b>
<b>Liabilities</b>							
Accounts Payable and Accrued							
Liabilities	1,433	700	600	650	670	650	600
Customer and Other deposits	50	42	40	40	40	40	40
Deferred Annual Fees	1,270	1,400	1,500	1,590	1,650	1,740	1,820
Deferred Revenue - Tenant Allowance	357	331	305	279	253	227	201
Deferred Revenue Related to capital							
Assets	24	-	-	-	-	-	-
Deferred Government Funding	825	764	676	596	536	522	512
	3,959	3,237	3,121	3,155	3,149	3,179	3,173
<b>Unappropriated Equity</b>	<b>2,029</b>	<b>2,149</b>	<b>2,149</b>	<b>2,149</b>	<b>2,149</b>	<b>2,149</b>	<b>2,149</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>5,988</b>	<b>5,386</b>	<b>5,270</b>	<b>5,304</b>	<b>5,298</b>	<b>5,328</b>	<b>5,322</b>

## STATEMENT OF OPERATIONS

<b><u>EXPENSES</u></b>	<b>2001-2002 ACTUAL</b>	<b>2002-2003 FORECAST</b>	<b>2003-2004 PLAN</b>	<b>2004-2005 PLAN</b>	<b>2005-2006 PLAN</b>	<b>2006-2007 PLAN</b>	<b>2007-2008 PLAN</b>
Personnel	5,274	5,705	6,255	6,475	6,702	6,939	7,183
Communications	155	155	167	168	170	171	172
Travel	1,446	1,836	1,781	1,890	1,941	1,975	2,002
Delegate and Secretariat Assistance	272	365	335	335	335	335	335
Information and Documentation	80	95	96	98	99	100	101
Public Relations	111	178	112	148	129	154	129
Professional and Special Services	1,399	1,322	1,210	1,159	1,160	1,254	1,215
Accommodation	601	623	605	609	615	621	629
Rental of Equipment	71	55	58	59	60	60	61
Printing	59	45	44	56	44	44	44
Office Supplies	256	133	137	139	136	137	139
Meetings	350	298	166	286	131	140	135
Membership Fees	959	1,007	1,157	1,019	1,019	1,009	1,009
Translation of National Standards	130	150	150	150	150	150	150
Staff Training and Development	89	87	89	88	89	89	90
Hosting of International Meetings	-	-	900	80	140	-	800
Other	161	178	177	166	167	166	172
Depreciation Expense	340	321	314	306	285	240	236
	<b>11,753</b>	<b>12,553</b>	<b>13,753</b>	<b>13,231</b>	<b>13,372</b>	<b>13,584</b>	<b>14,602</b>
<b><u>REVENUES</u></b>							
Sales of Standards & Information Research	666	563	563	403	413	423	433
Accreditation Programmes	4,026	4,400	4,701	5,105	5,209	5,514	5,725
WTO/NAFTA Enquiry Point	300	246	252	252	252	252	252
Special Projects Funding	137	24	0	-	-	-	-
Web Hosting Revenue	69	120	150	150	162	186	198
Other	220	332	495	338	174	286	480
	<b>5,418</b>	<b>5,685</b>	<b>6,161</b>	<b>6,248</b>	<b>6,210</b>	<b>6,661</b>	<b>7,088</b>
Net Cost of Operations	<b>(6,335)</b>	<b>(6,868)</b>	<b>(7,592)</b>	<b>(6,983)</b>	<b>(7,162)</b>	<b>(6,923)</b>	<b>(7,514)</b>
Parliamentary Appropriation	6,939	6,904	7,504	6,904	7,104	6,904	7,504
Net Deferred/Recognized Appropriation	(202)	84	88	79	58	19	10
<b>NET SURPLUS (DEFICIT)</b>	<b>402</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Budget	416	209	200	200	200	200	200

**STATEMENT OF CASH FLOWS**  
(in thousands of dollars)

	<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>	<u>2004-2005</u>	<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>
<b><u>Operating Activities</u></b>							
Net Income (Loss)	402	120	0	0	0	0	0
Adjustments for Non-Cash Items:							
Amortization of capital assets	340	321	314	306	285	240	236
Amortization of deferred revenue related to capital assets	(101)	(24)	0	0	0	0	0
Amortization of deferred revenue related to tenant allowance	(26)	(26)	(26)	(26)	(26)	(26)	(26)
Amortization of deferred government funding	(213)	(271)	(288)	(280)	(259)	(214)	(210)
	402	120	0	0	0	0	0
Changes in current liabilities and current assets other than cash	(436)	(172)	80	25	11	(20)	72
Cash Flows from operating activities	(34)	(52)	80	25	11	(20)	72
<b>Investing Activities</b>							
Additions to capital assets	(416)	(210)	(200)	(200)	(200)	(200)	(200)
<b>Financing Activities</b>							
Funding for acquisition of assets							
Parliamentary Appropriation	409	210	200	200	200	200	200
Tenant Improvement Allowance	7	0	0	0	0	0	0
Increase (decrease) in cash during year	(34)	(52)	80	25	11	(20)	72
Cash at the beginning of the year	1,231	1,197	1,145	1,225	1,250	1,261	1,241
<b>Cash at the end of the year</b>	<b>1,197</b>	<b>1,145</b>	<b>1,225</b>	<b>1,250</b>	<b>1,261</b>	<b>1,241</b>	<b>1,313</b>

## STANDARDS COUNCIL OF CANADA

## FY 2001-2002 ACTUALS

	CERT & INSPEC	REGIS	PALCAN	STDS	TRADE & INFO	ENQUIRY	PERFIN	ADMIN	EXEC & CORP SERV	TOTAL
<b>TOTAL REVENUE</b>	756,784	1,326,536	1,942,148	51,376	46,384	299,824	7,548,249	68,940	114,271	12,154,513
<b>EXPENDITURES</b>										
Salaries	186,120	256,586	385,686	720,164	532,246	181,305	335,859	625,531	714,754	3,938,251
Employer's Contributions	39,094	51,244	85,983	171,957	122,355	42,253	76,073	152,282	264,465	1,005,707
Vacation and Severance Pay	14,094	19,951	31,139	60,564	52,502	-	20,587	52,149	78,534	329,519
Training and Development	816	2,681	2,013	10,663	8,912	-	42,396	16,497	5,141	89,119
Travel - Staff	51,636	65,242	84,208	248,668	95,312	4,178	16,014	11,626	69,980	646,863
Travel - Council and Committee Members	7,747	25,349	24,620	207,531	67,961	-	-	-	103,949	437,156
Travel - Assessment Teams	55,135	86,892	219,789	-	-	-	-	-	-	361,816
Delegate and Secretariat Assistance	-	-	-	271,652	-	-	-	-	-	271,652
Postage	1,226	420	2,779	13,720	718	306	2,142	1,070	3,573	25,954
Telecommunications	2,475	4,686	6,456	13,540	9,479	2,617	4,676	42,949	9,609	96,486
Freight	1,227	6,199	8,015	1,994	899	158	617	5,981	8,187	33,277
Advertising	-	12,811	12,079	24,873	4,605	-	7,606	7,142	26,063	95,177
Books and Subscriptions	-	4,179	389	8,456	34,222	19,400	1,260	925	11,088	79,919
Exhibits, Audio-Visuals	-	-	-	-	-	-	-	-	14,473	14,473
Professional Fees	117,612	284,526	454,344	109,852	22,879	-	82,516	200,702	126,194	1,398,626
Accommodation	26,125	40,111	58,504	101,524	88,743	37,155	50,626	108,956	89,118	600,863
Equipment Rentals	3,252	6,313	6,993	10,084	7,880	3,290	5,467	17,073	10,685	71,036
Repair and Upkeep	-	-	673	455	5,133	6,586	23,069	30,377	741	67,035
Office Supplies	7,118	7,977	17,947	46,419	17,625	2,575	16,246	116,432	23,660	255,999
Printing	261	-	198	16,635	8,455	-	405	-	33,107	59,061
Translation of National Standards	-	-	-	130,000	-	-	-	-	-	130,000
Miscellaneous	16	34	-	2,211	-	-	11,838	1,209	24,591	39,899
Membership Fees - Staff	449	538	981	823	-	-	965	381	3,492	7,628
Membership Fees - International	-	-	-	-	-	-	951,427	-	-	951,427
Meetings	2,727	12,491	4,153	96,057	42,273	-	523	2,070	189,222	349,516
Bad Debt Expense	-	-	-	-	60	-	-	-	-	60
Insurance	-	-	-	16,878	-	-	-	29,051	-	45,929
Bank Charges	-	-	-	-	-	-	9,346	-	-	9,346
Depreciation Expense	-	-	-	-	-	-	340,898	-	-	340,898
<b>TOTAL EXPENDITURES</b>	517,131	888,230	1,406,949	2,284,719	1,122,258	299,824	2,000,557	1,422,402	1,810,627	11,752,695
<b>NET TOTALS: SURPLUS (DEFICIT)</b>	239,653	438,307	535,199	(2,233,342)	(1,075,874)	0	5,547,692	(1,353,462)	(1,696,356)	401,818
Number of Personnel	3.60	6.70	8.70	17.00	12.05	4.20	6.65	14.10	11.00	84.00

## STANDARDS COUNCIL OF CANADA

## FY 2002-2003 FORECAST

	CERT & INSPEC	REGIS	PALCAN	STDS	TRADE & INFO	ENQUIRY	PERFIN	ADMIN	EXEC & CORP SERV	TOTAL
<b>TOTAL REVENUE</b>	717,700	1,462,730	2,219,850	216,000	48,039	246,150	7,613,235	121,000	28,253	12,672,957
<b>EXPENDITURES</b>										
Salaries	195,700	361,200	480,900	806,500	621,100	155,000	351,100	632,000	712,400	4,315,900
Employer's Contributions	49,800	87,000	111,700	195,500	143,000	34,500	83,900	152,800	199,000	1,057,200
Vacation and Severance Pay	15,600	28,500	38,600	64,200	54,500	-	27,700	50,000	52,700	331,800
Training and Development	1,700	5,000	4,400	8,500	8,800	-	35,100	17,500	5,600	86,600
Travel - Staff	77,600	94,000	170,100	280,400	199,100	4,500	22,500	15,750	88,300	952,250
Travel - Council and Committee Members	21,000	21,765	28,000	240,000	87,800	-	-	-	49,258	447,823
Travel - Assessment Teams	32,089	137,000	261,800	4,800	-	-	-	-	-	435,689
Delegate and Secretariat Assistance	-	-	-	365,000	-	-	-	-	-	365,000
Postage	750	500	2,300	12,500	1,000	500	1,800	1,280	6,985	27,615
Telecommunications	2,700	4,500	5,800	12,600	8,800	2,200	5,200	44,400	9,500	95,700
Freight	1,550	5,322	6,300	2,900	800	150	550	6,240	8,200	32,012
Advertising	9,200	23,300	-	46,500	45,400	5,000	15,000	-	16,000	160,400
Books and Subscriptions	500	2,500	500	5,000	66,000	6,500	1,800	1,700	10,500	95,000
Exhibits, Audio-Visuals	-	-	-	-	-	-	-	-	18,000	18,000
Professional Fees	76,985	270,900	331,400	120,900	12,500	-	165,000	212,000	132,000	1,321,685
Accommodation	26,654	44,893	59,371	119,911	101,259	31,000	50,423	98,832	90,601	622,944
Equipment Rentals	2,600	4,600	8,900	10,500	6,500	1,800	4,300	7,200	8,500	54,900
Repair and Upkeep	200	300	400	1,100	2,225	3,000	23,225	58,100	1,150	89,700
Office Supplies	2,000	3,200	6,200	23,000	5,000	2,000	4,800	78,600	8,200	133,000
Printing	-	500	1,000	18,000	1,500	-	863	250	23,000	45,113
Translation of National Standards	-	-	-	150,000	-	-	-	-	-	150,000
Miscellaneous	34	34	34	1,056	81	-	9,200	1,602	10,066	22,107
Membership Fees - Staff	700	904	900	1,900	75	-	1,800	450	800	7,529
Membership Fees - International	-	-	-	-	-	-	999,267	-	-	999,267
Meetings	3,500	4,300	76,900	154,000	35,125	-	2,100	-	22,000	297,925
Bad Debt Expense	-	-	10,000	-	-	-	-	-	-	10,000
Insurance	-	-	-	15,700	-	-	-	30,595	-	46,295
Bank Charges	-	-	-	-	-	-	10,500	-	-	10,500
Depreciation Expense	-	-	-	-	-	-	320,900	-	-	320,900
<b>TOTAL EXPENDITURES</b>	520,862	1,100,218	1,605,505	2,660,467	1,400,565	246,150	2,137,028	1,409,299	1,472,760	12,552,854
<b>NET TOTALS: SURPLUS (DEFICIT)</b>	196,838	362,512	614,345	(2,444,467)	(1,352,526)	-	5,476,207	(1,288,299)	(1,444,507)	120,103
Number of Personnel	3.60	7.70	8.70	17.00	13.85	3.40	6.65	14.10	11.00	86.00

## STANDARDS COUNCIL OF CANADA

## FY 2003-2004 OPERATIONAL PLAN

	CERT & INSPEC	REGIS	PALCAN	STDS	TRADE & INFO	ENQUIRY	PERFIN	ADMIN	EXEC & CORP SERV	TOTAL
<b>TOTAL REVENUE</b>	956,000	1,689,100	2,056,000	425,000	25,300	251,800	8,193,100	151,000	6,000	13,753,300
<b>EXPENDITURES</b>										
Salaries	225,400	403,200	503,300	855,500	653,700	155,000	367,900	700,100	761,100	4,625,200
Employer's Contributions	57,500	111,400	132,500	233,500	183,500	34,500	94,100	183,500	233,500	1,264,000
Vacation and Severance Pay	18,400	34,000	40,500	69,200	62,900	-	29,600	56,700	54,800	366,100
Training and Development	2,400	4,200	4,900	8,500	8,700	-	35,100	18,700	6,100	88,600
Travel - Staff	142,700	110,800	155,800	235,100	185,100	4,500	22,500	15,900	87,300	959,700
Travel - Council and Committee Members	17,000	30,400	34,600	165,000	93,800	-	-	-	48,000	388,800
Travel - Assessment Teams	73,000	162,400	192,000	4,800	-	-	-	-	-	432,200
Delegate and Secretariat Assistance	-	-	-	335,000	-	-	-	-	-	335,000
Postage	1,000	1,000	2,500	12,000	1,000	650	2,000	1,300	6,100	27,550
Telecommunications	2,700	4,200	5,700	13,200	8,500	3,000	4,900	55,200	9,900	107,300
Freight	1,500	4,000	6,500	3,900	1,100	300	700	5,800	8,200	32,000
Advertising	-	-	10,000	26,500	21,500	5,000	20,000	-	13,000	96,000
Books and Subscriptions	500	2,500	500	6,000	66,000	6,500	1,800	1,700	10,500	96,000
Exhibits, Audio-Visuals	-	-	-	-	-	-	-	-	16,000	16,000
Professional Fees	135,000	268,500	215,000	40,900	30,000	-	165,000	185,000	171,200	1,210,600
Accommodation	32,000	45,000	58,000	110,000	93,000	31,000	52,000	93,900	90,000	604,900
Equipment Rentals	2,600	4,500	7,500	10,800	6,800	3,600	4,600	9,000	8,900	58,300
Repair and Upkeep	400	600	900	1,600	1,700	5,750	25,300	57,700	1,100	95,050
Office Supplies	3,500	3,500	7,500	22,000	6,000	2,000	5,000	79,000	8,700	137,200
Printing	-	500	1,000	20,000	2,500	-	500	500	19,000	44,000
Translation of National Standards	-	-	-	150,000	-	-	-	-	-	150,000
Miscellaneous	-	-	-	-	-	-	9,000	1,600	6,000	16,600
Membership Fees - Staff	700	900	1,500	1,900	-	-	2,000	500	1,600	9,100
Membership Fees - International	-	-	-	-	-	-	1,148,100	-	-	1,148,100
Meetings	4,700	3,900	16,600	54,000	21,400	-	2,000	2,000	20,000	124,600
Hosting of International Meetings	-	-	-	900,000	41,000	-	-	-	-	941,000
Bad Debt Expense	-	-	10,000	-	-	-	-	-	-	10,000
Insurance	-	-	-	15,700	-	-	-	30,600	-	46,300
Bank Charges	-	-	-	-	-	-	9,000	-	-	9,000
Depreciation Expense	-	-	-	-	-	-	314,100	-	-	314,100
<b>TOTAL EXPENDITURES</b>	721,000	1,195,500	1,406,800	3,295,100	1,488,200	251,800	2,315,200	1,498,700	1,581,000	13,753,300
<b>NET TOTALS: SURPLUS (DEFICIT)</b>	235,000	493,600	649,200	(2,870,100)	(1,462,900)	-	5,877,900	(1,347,700)	(1,575,000)	-
Number of Personnel	4.75	8.35	9.90	17.00	13.85	3.40	6.60	14.15	11.00	89.00



## STANDARDS COUNCIL OF CANADA

## FY 2004-2005 OPERATIONAL PLAN

	CERT	REGIS	PALCAN	STDS	TRADE & INFO	ENQUIRY	PERFIN	ADMIN	EXEC & CORP SERV	TOTAL
<b>TOTAL REVENUE</b>	1,027,000	1,887,500	2,190,000	100,000	22,500	251,800	7,424,500	151,000	176,000	13,230,300
<b>EXPENDITURES</b>										
Salaries	237,400	422,700	526,700	889,800	679,900	155,000	372,200	728,100	791,600	4,803,400
Employer's Contributions	59,400	114,300	135,900	238,200	187,200	34,500	96,000	187,200	239,200	1,291,900
Vacation and Severance Pay	19,100	34,100	42,100	72,000	65,400	-	30,800	59,000	57,000	379,500
Training and Development	1,700	4,200	4,900	8,500	8,700	-	35,300	18,700	6,100	88,100
Travel - Staff	145,100	116,000	161,800	250,000	184,000	4,500	23,500	15,900	90,500	991,300
Travel - Council and Committee Members	19,000	33,000	36,000	176,000	94,000	-	-	-	78,000	436,000
Travel - Assessment Teams	75,400	179,200	204,000	4,800	-	-	-	-	-	463,400
Delegate and Secretariat Assistance	-	-	-	335,000	-	-	-	-	-	335,000
Postage	1,000	1,000	2,500	12,000	1,000	650	2,000	1,300	6,300	27,750
Telecommunications	2,700	4,300	5,800	13,200	8,500	3,000	4,900	55,200	10,300	107,900
Freight	1,500	4,000	6,500	3,900	1,100	300	700	5,800	8,700	32,500
Advertising	-	13,000	-	27,000	47,500	5,000	18,000	-	20,000	130,500
Books and Subscriptions	500	2,500	500	6,000	68,000	6,500	1,800	1,700	10,500	98,000
Exhibits, Audio-Visuals	-	-	-	-	-	-	-	-	17,000	17,000
Professional Fees	141,000	292,500	224,400	42,000	10,000	-	160,000	165,200	124,000	1,159,100
Accommodation	32,000	45,500	58,000	111,000	93,700	31,000	52,500	94,200	91,000	608,900
Equipment Rentals	2,600	4,500	7,500	10,800	6,800	3,600	4,600	9,000	9,400	58,800
Repair and Upkeep	400	600	900	1,600	1,700	5,750	25,300	43,200	1,100	80,550
Office Supplies	2,000	3,400	7,400	22,000	6,000	2,000	5,000	77,000	14,300	139,100
Printing	-	500	1,000	20,000	2,000	-	500	500	31,500	56,000
Translation of National Standards	-	-	-	150,000	-	-	-	-	-	150,000
Miscellaneous	-	-	-	-	-	-	9,000	1,600	11,000	21,600
Membership Fees - Staff	700	900	1,500	1,900	-	-	2,000	500	1,600	9,100
Membership Fees - International	-	-	-	-	-	-	1,010,000	-	-	1,010,000
Meetings	4,700	4,000	17,000	55,000	21,500	-	2,000	2,000	177,700	283,900
Hosting of International Meetings	-	-	-	80,000	-	-	-	-	-	80,000
Bad Debt Expense	-	-	10,000	-	-	-	-	-	-	10,000
Insurance	-	-	-	15,700	-	-	-	30,800	-	46,500
Bank Charges	-	-	-	-	-	-	9,000	-	-	9,000
Depreciation Expense	-	-	-	-	-	-	305,500	-	-	305,500
<b>TOTAL EXPENDITURES</b>	746,200	1,280,200	1,454,400	2,546,400	1,487,000	251,800	2,170,600	1,496,900	1,796,800	13,230,300
<b>NET TOTALS: SURPLUS (DEFICIT)</b>	280,800	607,300	735,600	(2,446,400)	(1,464,500)	-	5,253,900	(1,345,900)	(1,620,800)	-
Number of Personnel	4.75	8.35	9.90	17.00	13.85	3.40	6.60	14.15	11.00	89.00

## STANDARDS COUNCIL OF CANADA

## FY 2005-2006 OPERATIONAL PLAN

	CERT	REGIS	PALCAN	STDS	TRADE & INFO	ENQUIRY	PERFIN	ADMIN	EXEC & CORP SERV	TOTAL
<b>TOTAL REVENUE</b>	1,052,400	1,912,500	2,244,500	100,000	25,000	251,800	7,613,500	163,000	9,000	13,371,700
<b>EXPENDITURES</b>										
Salaries	247,300	439,600	547,800	925,300	707,000	155,000	387,100	757,200	823,300	4,989,600
Employer's Contributions	60,000	116,600	138,600	242,900	190,900	34,500	97,900	190,900	245,100	1,317,400
Vacation and Severance Pay	19,900	35,500	43,800	74,900	68,000	-	32,100	61,300	59,300	394,800
Training and Development	1,800	4,300	5,000	8,700	8,900	-	34,900	18,900	6,400	88,900
Travel - Staff	147,500	120,000	167,800	274,000	184,000	4,500	23,500	15,900	88,500	1,025,700
Travel - Council and Committee Members	19,000	35,000	37,000	186,000	94,000	-	-	-	49,000	420,000
Travel - Assessment Teams	77,800	196,000	216,000	4,800	-	-	-	-	-	494,600
Delegate and Secretariat Assistance	-	-	-	335,000	-	-	-	-	-	335,000
Postage	1,000	1,000	2,500	12,000	1,100	650	2,100	1,300	6,400	28,050
Telecommunications	2,700	4,300	5,800	13,300	8,700	3,000	5,100	55,600	10,200	108,700
Freight	1,600	4,100	6,500	4,000	1,100	300	700	6,300	8,200	32,800
Advertising	9,800	-	12,000	28,000	22,000	5,000	18,000	-	17,000	111,800
Books and Subscriptions	500	2,500	500	6,000	69,000	6,500	1,900	1,900	10,500	99,300
Exhibits, Audio-Visuals	-	-	-	-	-	-	-	-	17,000	17,000
Professional Fees	147,000	316,500	233,800	62,000	10,000	-	158,300	146,000	86,500	1,160,100
Accommodation	33,000	46,000	58,500	112,000	94,500	31,000	53,000	95,200	92,000	615,200
Equipment Rentals	2,700	4,600	7,600	11,000	7,000	3,600	4,800	9,300	9,200	59,800
Repair and Upkeep	400	600	900	1,600	1,800	5,750	25,300	48,700	1,100	86,150
Office Supplies	2,500	3,400	7,400	22,000	6,200	2,000	5,100	78,000	9,000	135,600
Printing	-	500	1,000	20,000	2,100	-	600	500	19,500	44,200
Translation of National Standards	-	-	-	150,000	-	-	-	-	-	150,000
Miscellaneous	-	-	-	-	-	-	9,000	1,700	6,000	16,700
Membership Fees - Staff	700	900	1,500	1,900	-	-	1,400	600	1,600	8,600
Membership Fees - International	-	-	-	-	-	-	1,010,000	-	-	1,010,000
Meetings	4,800	4,200	17,500	57,000	22,000	-	2,100	2,500	20,700	130,800
Hosting of International Meetings	-	-	-	140,000	-	-	-	-	-	140,000
Bad Debt Expense	-	-	10,000	-	-	-	-	-	-	10,000
Insurance	-	-	-	16,300	-	-	-	30,900	-	47,200
Bank Charges	-	-	-	-	-	-	9,200	-	-	9,200
Depreciation Expense	-	-	-	-	-	-	284,500	-	-	284,500
<b>TOTAL EXPENDITURES</b>	780,000	1,335,600	1,521,500	2,708,700	1,498,300	251,800	2,166,600	1,522,700	1,586,500	13,371,700
<b>NET TOTALS: SURPLUS (DEFICIT)</b>	272,400	576,900	723,000	(2,608,700)	(1,473,300)	-	5,446,900	(1,359,700)	(1,577,500)	-
Number of Personnel	4.75	8.35	9.90	17.00	13.85	3.40	6.60	14.15	11.00	89.00

## STANDARDS COUNCIL OF CANADA

## FY 2006-2007 OPERATIONAL PLAN

	CERT	REGIS	PALCAN	STDS	TRADE & INFO	ENQUIRY	PERFIN	ADMIN	EXEC & CORP SERV	TOTAL
<b>TOTAL REVENUE</b>	1,097,200	2,106,800	2,310,000	210,000	28,000	251,800	7,384,700	187,000	9,000	13,584,500
<b>EXPENDITURES</b>										
Salaries	257,100	457,300	569,700	962,300	735,300	155,000	402,600	787,500	856,300	5,183,100
Employer's Contributions	61,800	119,000	141,300	247,800	194,700	34,500	99,800	194,700	251,100	1,344,700
Vacation and Severance Pay	20,700	36,900	45,600	77,800	70,800	-	33,300	63,700	61,700	410,500
Training and Development	1,800	4,300	5,000	8,700	8,900	-	33,900	19,900	6,400	88,900
Travel - Staff	149,900	120,000	173,800	264,000	184,000	4,500	23,500	15,900	88,500	1,024,100
Travel - Council and Committee Members	20,000	36,000	39,000	186,000	94,000	-	-	-	50,000	425,000
Travel - Assessment Teams	80,200	212,800	228,000	4,800	-	-	-	-	-	525,800
Delegate and Secretariat Assistance	-	-	-	335,000	-	-	-	-	-	335,000
Postage	1,000	1,000	2,500	12,000	1,100	650	2,100	1,400	6,400	28,150
Telecommunications	2,800	4,400	5,900	13,400	8,700	3,000	5,100	55,600	10,200	109,100
Freight	1,600	4,200	6,500	4,600	1,100	300	700	6,300	8,400	33,700
Advertising	-	13,000	-	49,000	46,000	5,000	15,000	-	5,000	133,000
Books and Subscriptions	500	2,500	500	6,000	70,000	6,500	1,900	2,000	10,500	100,400
Exhibits, Audio-Visuals	-	-	-	-	-	-	-	-	18,000	18,000
Professional Fees	153,000	340,500	238,200	123,000	15,000	-	155,000	147,500	87,000	1,259,200
Accommodation	34,000	47,000	59,000	112,500	94,900	31,000	53,700	95,900	92,800	620,800
Equipment Rentals	2,700	4,600	7,600	11,000	7,000	3,600	4,800	9,300	9,200	59,800
Repair and Upkeep	400	600	900	1,600	1,900	5,750	26,300	43,700	1,100	82,250
Office Supplies	2,500	3,500	7,500	22,000	6,700	2,000	5,100	79,000	9,000	137,300
Printing	-	500	1,000	20,000	2,100	-	600	500	19,500	44,200
Translation of National Standards	-	-	-	150,000	-	-	-	-	-	150,000
Miscellaneous	-	-	-	-	-	-	9,000	1,800	7,000	17,800
Membership Fees - Staff	800	900	1,500	1,900	-	-	1,400	600	1,600	8,700
Membership Fees - International	-	-	-	-	-	-	1,000,000	-	-	1,000,000
Meetings	4,800	4,200	18,000	63,000	22,000	-	2,200	2,500	21,500	138,200
Hosting of International Meetings	-	-	-	-	-	-	-	-	-	-
Bad Debt Expense	-	-	10,000	-	-	-	-	-	-	10,000
Insurance	-	-	-	16,300	-	-	-	31,000	-	47,300
Bank Charges	-	-	-	-	-	-	9,300	-	-	9,300
Depreciation Expense	-	-	-	-	-	-	240,200	-	-	240,200
<b>TOTAL EXPENDITURES</b>	795,600	1,413,200	1,561,500	2,692,700	1,564,200	251,800	2,125,500	1,558,800	1,621,200	13,584,500
<b>NET TOTALS: SURPLUS (DEFICIT)</b>	301,600	693,600	748,500	(2,482,700)	(1,536,200)	-	5,259,200	(1,371,800)	(1,612,200)	-
Number of Personnel	4.75	8.35	9.90	17.00	13.85	3.40	6.60	14.15	11.00	89.00

## STANDARDS COUNCIL OF CANADA

## FY 2007-2008 OPERATIONAL PLAN

	CERT	REGIS	PALCAN	STDS	TRADE & INFO	ENQUIRY	PERFIN	ADMIN	EXEC & CORP SERV	TOTAL
<b>TOTAL REVENUE</b>	1,137,000	2,205,100	2,383,500	400,000	28,500	251,800	7,985,700	199,000	11,500	14,602,100
<b>EXPENDITURES</b>										
Salaries	267,400	475,500	592,500	1,000,800	764,700	155,000	418,600	819,100	890,300	5,383,900
Employer's Contributions	63,000	121,300	144,200	252,700	198,700	34,500	101,800	198,600	257,300	1,372,100
Vacation and Severance Pay	21,500	38,400	47,400	81,000	73,600	-	34,600	66,400	64,100	427,000
Training and Development	1,800	4,300	5,100	8,900	9,100	-	34,000	20,100	6,700	90,000
Travel - Staff	152,300	122,000	179,800	255,500	184,000	4,500	23,500	15,900	89,500	1,027,000
Travel - Council and Committee Members	20,000	36,000	39,500	176,000	96,000	-	-	-	50,000	417,500
Travel - Assessment Teams	82,600	229,600	240,000	4,800	-	-	-	-	-	557,000
Delegate and Secretariat Assistance	-	-	-	335,000	-	-	-	-	-	335,000
Postage	1,000	1,000	2,500	12,000	1,100	650	2,200	1,400	6,400	28,250
Telecommunications	2,800	4,500	6,000	13,500	8,900	3,000	5,300	55,700	10,500	110,200
Freight	1,600	4,300	6,500	4,100	1,200	300	700	6,800	8,400	33,900
Advertising	10,000	-	12,000	29,000	23,000	5,000	15,000	-	17,000	111,000
Books and Subscriptions	500	2,500	500	6,000	70,000	6,500	2,000	2,100	10,500	100,600
Exhibits, Audio-Visuals	-	-	-	-	-	-	-	-	18,000	18,000
Professional Fees	159,000	364,500	242,600	44,000	15,000	-	155,000	147,500	87,500	1,215,100
Accommodation	35,000	47,500	60,000	113,500	97,500	31,000	54,500	96,600	93,700	629,300
Equipment Rentals	2,800	4,700	7,700	11,200	7,200	3,600	5,000	9,600	9,500	61,300
Repair and Upkeep	400	600	900	1,600	2,000	5,750	26,300	48,700	1,100	87,350
Office Supplies	2,500	3,500	7,500	22,000	6,800	2,000	5,200	80,000	9,300	138,800
Printing	-	500	1,000	20,000	2,200	-	700	500	19,500	44,400
Translation of National Standards	-	-	-	150,000	-	-	-	-	-	150,000
Miscellaneous	-	-	-	-	-	-	9,000	1,900	7,000	17,900
Membership Fees - Staff	800	900	1,500	1,900	-	-	1,400	700	1,600	8,800
Membership Fees - International	-	-	-	-	-	-	1,000,000	-	-	1,000,000
Meetings	4,900	4,500	18,000	58,000	22,500	-	2,300	2,700	21,700	134,600
Hosting of International Meetings	-	-	-	800,000	-	-	-	-	-	800,000
Bad Debt Expense	-	-	10,000	-	-	-	-	-	-	10,000
Insurance	-	-	-	16,900	-	-	-	31,200	-	48,100
Bank Charges	-	-	-	-	-	-	9,300	-	-	9,300
Depreciation Expense	-	-	-	-	-	-	235,700	-	-	235,700
<b>TOTAL EXPENDITURES</b>	829,900	1,466,100	1,625,200	3,418,400	1,583,500	251,800	2,142,100	1,605,500	1,679,600	14,602,100
<b>NET TOTALS: SURPLUS (DEFICIT)</b>	307,100	739,000	758,300	(3,018,400)	(1,555,000)	-	5,843,600	(1,406,500)	(1,668,100)	-
Number of Personnel	4.75	8.35	9.90	17.00	13.85	3.40	6.60	14.15	11.00	89.00

## **KEY TO SHORT FORMS AND ACRONYMS**

<b>CERT</b>	Certification Division
<b>REGIS</b>	Registration: Management Systems Division
<b>PALCAN</b>	<b>P</b> rogram for the <b>A</b> ccreditation of <b>L</b> aboratories in <b>C</b> anada: Laboratory Testing Division
<b>STDS</b>	Standardization: CombinedStandards and Standards Governance Divisions
<b>TRADE &amp; INFO</b>	Intergovernmental Affairs and Trade combined with Information Services
<b>ENQUIRY</b>	Enquiry Point Operations
<b>PERFIN</b>	Combined Personnel and Finance Divisions
<b>ADMIN</b>	Administration Division, combined with the Information Systems and Translation Divisions
<b>EXEC&amp;</b>	Executive, Secretariat and Communications
<b>CORPSERV</b>	