

Industry Canada

2007–2008 Estimates

Report on Plans and Priorities



Mani Singh
Minister of Industry

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Section 1: Overview of the Department

1.1 Minister's Message



Canada's New Government is committed to fostering a strong, competitive economy that benefits Canada and all Canadians. To achieve this goal, I firmly believe that our government must create an environment that encourages and rewards people who work hard, that stimulates innovation, and that avoids unnecessary regulatory burden. By modernizing and improving Canada's marketplace frameworks, we will ensure stability and fairness while creating new opportunities and choices for businesses, consumers and all Canadians.

Over the past year, our government has taken significant steps to improve Canada's economy. Early in our mandate we presented Budget 2006, which contained measures aimed at improving our quality of life by building a strong economy that is equipped to lead in the 21st century. These measures focused on making Canada's tax system more competitive

internationally, and outlined our commitments to reduce paper burden on businesses and to continue to support science and technology in Canada.

Last fall, we presented a long-term economic plan in the Economic and Fiscal Update. *Advantage Canada: Building a Strong Economy for Canadians* focused on creating five Canadian advantages that will give incentives for people and businesses to excel and to make Canada a world leader.

One of these proposed advantages, called the "Tax Advantage," will create conditions more favourable to business in Canada by effectively establishing the lowest tax rate on new business investment in the G7. As well, the "Entrepreneurial Advantage" will ease the regulatory and paperwork burden imposed on business by ensuring that regulations meet their intended goals at the least possible cost.

Through *Advantage Canada*, our government committed to supporting science and technology in Canada, and underscored some of the elements of a science and technology strategy that will sustain research excellence in Canada and increase the competitiveness of the Canadian economy.

Canada's New Government has repeatedly demonstrated that we are committed to getting things done for all Canadians. As we move forward, we will work more closely than ever with our stakeholders and the provincial and territorial governments, and we will continue to foster an environment where the marketplace functions as efficiently as possible, and keep encouraging investment in Canadian innovation and in research and development.

It gives me great pleasure to present the annual *Report on Plans and Priorities* for Industry Canada, outlining the Department's main initiatives, priorities and expected outcomes for the upcoming year.

A handwritten signature in blue ink, which appears to read "Maxime Bernier". The signature is fluid and cursive, written in a professional style.

Maxime Bernier
Minister of Industry

1.2 Management Representation Statement

I submit, for tabling in Parliament, the 2007–2008 *Report on Plans and Priorities* (RPP) for Industry Canada.

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2007–2008 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the Department's Strategic Outcomes and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat in the RPP.



Richard Dicerni
Deputy Minister

FEB 16 2007

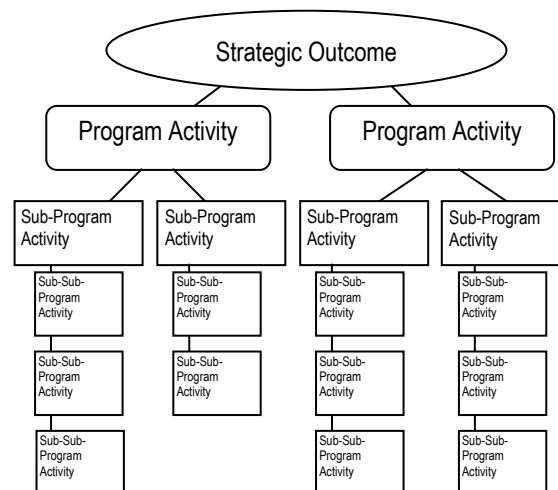
Date

1.3 Structure of the Report

This *Report on Plans and Priorities* (RPP) is aligned with Industry Canada's Management, Resources and Results Structure (MRRS). The MRRS provides a standard basis for reporting to parliamentarians and Canadians on the alignment of resources, program activities and results. The following three elements make up the MRRS: strategic outcomes, a Program Activity Architecture (PAA) and a description of the governance structure.

A strategic outcome is a long-term and enduring benefit to Canadians that reflects the organization's mandate and vision. It represents the difference an organization intends to make in the lives of Canadians and is linked to Government of Canada priorities and intended results.

A PAA is an inventory of all programs and activities undertaken by an organization. The programs and activities are depicted in a logical and hierarchical relationship to each other and to the strategic outcome to which they contribute. A PAA may map to several strategic outcomes and usually consists of multiple program activities, sub-program activities and sub-sub-program activities. A PAA is graphically represented as follows:



The structure of this RPP reflects the Department's strategic outcomes and PAA. In this way, it articulates how Industry Canada's sectors, branches and programs plan to contribute to the Department's three strategic outcomes.

1.4 Summary Information

Industry Canada's Mandate

The Department's mandate (www.ic.gc.ca) is to help make Canadians more productive and competitive in the global economy, thus improving the standard of living and quality of life in Canada. Industry Canada's policies, programs and services help grow a dynamic and innovative economy that achieves the following:

- provides more and better-paying jobs for Canadians;
- supports stronger economic growth through continued improvements in productivity and innovation performance;
- gives businesses, consumers and investors confidence that the marketplace is fair, efficient and competitive; and
- integrates the economic, environmental and social interests of Canadians.

Industry Canada’s Strategic Outcomes

Industry Canada will continue to work to foster growth and create high-quality, well-paying jobs through its strategic outcomes:

- a fair, efficient and competitive marketplace;
- an innovative economy; and
- competitive industry and sustainable communities.

These three strategic outcomes are mutually reinforcing. Sound marketplace frameworks help establish a business environment that supports innovation, investment and entrepreneurial activity. Fostering innovation in science and technology helps ensure that discoveries and breakthroughs happen here in Canada, and that the social and economic benefits of these innovations contribute to improving Canadians’ standard of living and quality of life.

Encouraging investment in technology will help Canadian businesses to compete in the global marketplace and increase opportunities for trade. Successful businesses combined with a sound environment form the sustainable communities that attract investment. Taken together, the Department’s strategic outcomes support growth in employment, income and productivity, and promote sustainable development in Canada.

This RPP provides information about how Industry Canada will support the broad goals of the Government of Canada by continuing to work with its partners and stakeholders to improve the quality of life of Canadians.

Industry Canada’s Financial and Human Resources

The following two tables present Industry Canada’s financial and human resources over the next three fiscal years.

Financial Resources: Total Planned Spending (\$ millions)

2007–2008	2008–2009	2009–2010
\$1,140.4	\$869.1	\$810.6

Human Resources (Full-Time Equivalents)

2007–2008	2008–2009	2009–2010
6,055	6,050	6,034

Summary Table of Priorities by Strategic Outcome

The following table presents Industry Canada's priorities by strategic outcome and identifies whether the priority is new, ongoing or previously committed to. It also outlines the performance indicators associated with each strategic outcome. These indicators allow Industry Canada to measure its contribution to these outcomes. In addition, the program activities that fall under each strategic outcome have been identified, and the related planned spending and FTEs for the next three fiscal years are summarized.

Strategic Outcome						
A Fair, Efficient and Competitive Marketplace						
Strategic Outcome Performance Indicators:						
<ul style="list-style-type: none"> Barriers to competition Regulatory and administrative capacity 						
Priorities	Supporting Program Activities	Expected Result	Planned Spending ¹ (\$ millions) and FTEs ²			
			2007–2008	2008–2009	2009–2010	
<ul style="list-style-type: none"> Continue to modernize marketplace frameworks to support a highly competitive and innovative economy for the benefit of all Canadians (ongoing priority) 	Policy Sector — Marketplace	Development and coordination of policy frameworks that support a fair, efficient and competitive marketplace	\$9.1	\$10.3	\$9.3	
			87 FTEs	87 FTEs	82 FTEs	
	Operations Sector — Marketplace	Marketplace fairness, integrity and efficiency is protected through regulation and promotion in the areas of insolvency, weights and measures, federal incorporation, and spectrum management	\$91.7	\$86.1	\$79.7	
			1,332 FTEs	1,329 FTEs	1,327 FTEs	
	Spectrum, Information Technologies and Telecommunications Sector — Marketplace	A policy and regulatory framework to govern Canada's radiocommunications and telecommunications infrastructure in support of Canadian marketplace requirements and shape the digital economy	\$50.1	\$46.4	\$46.4	
			366 FTEs	366 FTEs	366 FTEs	
	Office of Consumer Affairs — Marketplace	Strengthened responses to consumer issues	\$5.3	\$4.9	\$4.9	
			23 FTEs	23 FTEs	23 FTEs	
	Competition Bureau — Marketplace	Increased compliance with legislation under the Competition Bureau's jurisdiction	\$45.7	\$44.2	\$44.2	
			446 FTEs	446 FTEs	446 FTEs	
	Canadian Intellectual Property Office ³ — Marketplace	Deliver quality and timely intellectual property products and services Increase awareness and use of intellectual property	\$1.0	\$10.0	\$8.3	
			1,037 FTEs	1,047 FTEs	1,036 FTEs	
	Total Spending			\$203.0	\$201.9	\$192.8
	Total FTEs			3,291 FTEs	3,298 FTEs	3,280 FTEs

1. Minor differences are due to rounding.

2. FTEs not including Corporate and Management Services.

3. See Table 7 in Section 3 for comprehensive financial information on CIPO (Special Operating Agency).

Strategic Outcome					
An Innovative Economy					
Strategic Outcome Performance Indicators:					
<ul style="list-style-type: none"> • Government expenditure on research and development (R&D) • Gross domestic expenditure on R&D (GERD) as a percentage of gross domestic product (GDP) • University–industry collaboration in R&D • Investment in venture capital 					
Priorities	Supporting Program Activities	Expected Result	Planned Spending ¹ (\$ millions) and FTEs ²		
			2007–2008	2008–2009	2009–2010
<ul style="list-style-type: none"> • Ensure the strategic allocation of resources (ongoing priority) • Support the generation and commercialization of knowledge (ongoing priority) 	Policy Sector — S&T and Innovation	Development and coordination of policy frameworks in support of an innovative economy	\$52.6	\$54.9	\$54.8
			114 FTEs	115 FTEs	116 FTEs
	Industry Sector — S&T and Innovation	Innovative Canadian industries	\$11.8	\$9.8	\$9.8
			123 FTEs	120 FTEs	120 FTEs
	SITT Sector — S&T and Innovation	Improved research capacity and commercialization of information and communications technologies (ICTs)	\$27.0	\$27.0	\$27.0
			4 FTEs	4 FTEs	4 FTEs
	Communications Research Centre — S&T and Innovation	Telecommunications policies, regulations and standards are developed using CRC technical input	\$41.5	\$38.7	\$38.7
		Canadian companies in the telecommunications sector use CRC-developed technology to improve their product lines and their competitiveness	411 FTEs	411 FTEs	411 FTEs
	Technology Partnerships Canada — S&T and Innovation	Commercialization encouraged through strategic partnering in innovative research and development	\$397.3	\$266.9	\$220.0
			118 FTEs	114 FTEs	116 FTEs
Total Spending			\$530.2	\$397.3	\$350.3
Total FTEs			770 FTEs	764 FTEs	767 FTEs

1. Minor differences are due to rounding.
 2. FTEs not including Corporate and Management Services.

Strategic Outcome					
Competitive Industry and Sustainable Communities					
Strategic Outcome Performance Indicators:					
<ul style="list-style-type: none"> Investment in machinery and equipment as a proportion of GDP Use of ICTs 					
Priorities	Supporting Program Activities	Expected Result	Planned Spending ¹ (\$ millions) and FTEs ²		
			2007–2008	2008–2009	2009–2010
<ul style="list-style-type: none"> Implement strategic frameworks for priority industry sectors that have an important impact on the Canadian economy (ongoing priority) Work with Canadians to position them to take advantage of economic opportunities, support business development, provide long-term growth and promote sustainable development (ongoing priority) 	Policy Sector — Economic Development	Development and coordination of policy frameworks that support competitive industry and sustainable communities	\$11.2	\$10.8	\$10.8
			89 FTEs	90 FTEs	90 FTEs
	Operations Sector — Economic Development	Improved access to capital and information for small and medium-sized enterprises (SMEs) and communities targeted by Operations Sector programs	\$282.7	\$192.8	\$190.3
			323 FTEs	317 FTEs	316 FTEs
	Industry Sector — Economic Development	Competitive and sustainable Canadian industries	\$68.6	\$38.0	\$38.0
234 FTEs			229 FTEs	229 FTEs	
SITT Sector — Economic Development	Canadians and communities overcoming barriers to, and gaining access to, modern ICT infrastructure Canadian ICT companies positioned for growth in the global marketplace	\$44.7	\$28.4	\$28.4	
		139 FTEs	139 FTEs	139 FTEs	
Total Spending			\$407.2	\$270.0	\$267.5
Total FTEs			785 FTEs	775 FTEs	774 FTEs

1. Minor differences are due to rounding.

2. FTEs not including Corporate and Management Services.

1.5 Departmental Plans and Priorities

This section provides more detail on the Department's high-level priorities, presented by strategic outcome in the table on the preceding pages. It explains why these priorities are important for Industry Canada in delivering on its mandate. Further details on the Department's plans to achieve the priorities for this planning period, including how some specific programs and initiatives will contribute to these plans and priorities, follow in Section 2.

Strategic Outcome: A Fair, Efficient and Competitive Marketplace

A fair, efficient and competitive marketplace creates a business environment that provides incentive for innovation and economic growth, and supports individual Canadians.

In order for the marketplace to be responsive, foster confidence, attract investment and support consumers, marketplace frameworks need to promptly and appropriately address unfair, illegal and fraudulent marketplace behaviour, encourage innovation, and minimize unnecessary regulatory burden. In a 21st-century economy, the evolving marketplace, economic fluctuations and deregulation are among the many factors that necessitate the continual review of services, interventions and tools.

Part of the Government of Canada's economic strategy is to provide streamlined access to government services to make it easier for both businesses and consumers to do business in Canada. This includes a transparent and predictable regulatory system that accomplishes policy objectives while mitigating unintended impacts, as well as providing an up-to-date legislative framework for business.

Priority: Continuing to modernize marketplace frameworks in support of a highly competitive and innovative economy for the benefit of all Canadians

Sound marketplace frameworks create the conditions for entrepreneurship, innovation, investment and competitiveness. They are also essential for wealth creation, and they give Canadians the means to make appropriate and informed individual and societal choices. An example of how Industry Canada is modernizing marketplace frameworks is through the Paperwork Burden Reduction Initiative, which promotes the competitiveness and prosperity of small businesses by reducing the paperwork burden imposed on them. Efforts such as this promote effective marketplace frameworks, which encourage the creativity that leads to innovation and determine the conditions within which all sectors of the economy operate.

The growth of Canada's knowledge and information economy also requires the review of existing rules to deal with unprecedented innovations and technological developments. This in turn leads to a dynamic and competitive marketplace that provides clear, transparent and predictable rules for all players, and balances incentives for investors and entrepreneurs with fairness for consumers.

Industry Canada will continue to adapt key marketplace frameworks in support of an innovative economy. The Department will also work to harmonize the regulatory system, thus reducing duplication and regulatory overlap.

Industry Canada and its marketplace service organizations will concentrate their efforts on improving marketplace programs and services, increasing education and awareness, and enhancing compliance and enforcement with marketplace rules and regulations.

Strategic Outcome: An Innovative Economy

An enhanced quality of life, better-paying jobs and the capacity to support social goals require an innovative and competitive economy. To meet the challenges of the 21st century, a country must be able to generate and apply knowledge, and develop new products or processes based on the knowledge acquired. In today's knowledge-based economy, innovation is a key driving force in creating wealth and economic growth for Canadians. Innovation is also critical for making improvements in eco-efficiency and ensuring progress on sustainable development.

Priority: Ensuring the strategic allocation of resources

Competing in a knowledge-based economy requires the development, application and diffusion of strategic, enabling technologies, such as information and communications technologies (ICTs). Enabling technologies have broad application, yielding opportunities for competitive improvements across numerous sectors.

Canadian firms' investment in leading-edge machinery and equipment is relatively low by Organisation for Economic Co-operation and Development (OECD) standards. A key challenge for Canada's economic agenda is to foster a business environment that will stimulate greater investment in the creation and adoption of enabling technologies.

Priority: Supporting the generation and commercialization of knowledge

For Canada to live up to its innovation potential, it must continue to support the creation of knowledge, as well as support the transfer of scientific and technological advances made possible by university and government research into the private sector.

The private sector in Canada has a significant role to play in harnessing the social and economic benefits of R&D, through the commercialization and adoption of technology. Unfortunately, commercialization by Canada's private sector continues to lag behind that of leading OECD member countries. To improve Canada's commercialization performance and the global performance of our firms, and to take full advantage of Canada's strong and diverse knowledge base, the Department will review government support in the areas of research and commercialization.

Strategic Outcome: Competitive Industry and Sustainable Communities

Competitive industries and sustainable communities are vital to any country that aims to ensure continuous economic growth and a high quality of life into the future. The competition for investment, skilled workers and customers has never been more intense than it is today. Canada has performed well over the past decade in this environment. Investments in public R&D and in the skills of Canadians are paying off. Despite Canada's recent gains, however, emerging economies in countries such as China and India are forcing us to improve our competitiveness even further.

Economic growth also depends on international trade and access to foreign markets. More than any other G8 country, Canada relies on international trade for economic growth: almost 50 percent of our GDP results from international trade. Promoting investment in the development of value-added industries, particularly in key sectors, creates jobs and strengthens Canadian communities. New trade opportunities evolve from successful investments, and both new investment and reinvestment are necessary for industry to achieve Canada's sustainable development goals.

Industry Canada will continue to seek ways to help improve the competitiveness of Canadian businesses, improving innovation and strengthening competitiveness. Industry Canada will also work closely with Foreign Affairs and International Trade Canada (DFAIT) on Canada's trade and investment negotiations to facilitate access to export markets for Canadian products, contribute to the development of rules governing international trade, and ensure that Canada's approach across a range of international forums reflects our domestic industrial agenda.

Priority: Implementing strategic frameworks for priority industrial sectors that have an important impact on the Canadian economy

Industry Canada will continue to pursue a variety of initiatives aimed at maintaining the competitiveness of Canadian businesses.

Ensuring that Canadians acquire the skills that are highly valued by growing, innovative companies is an important component of the Department's strategy. Industry Canada will work with businesses to ensure access to foreign markets, improve innovation and strengthen competitiveness.

Priority: Working with Canadians to position them to take advantage of economic opportunities, support business development, provide long-term growth and promote sustainable development

The foundation for Canada's economic development is provided by small and medium-sized enterprises (SMEs). As their operating environment becomes increasingly competitive, Industry Canada remains committed to undertaking research and analysis in order to understand the challenges and opportunities that SMEs face. Furthermore, the Department will continue to develop programs, policies and services that allow SMEs to respond to these particular challenges and opportunities. As in the past, emphasis will be placed on encouraging growth and productivity improvement, facilitating access to appropriate financing, and promoting trade.

Sustainable development, along with productivity, employment and income growth, is an integral part of growing a dynamic economy. Industry Canada will continue to support the development, commercialization and adoption of sustainable development tools, practices and technologies throughout the economy. This vision reflects the Department's mandate to help Canadians be more productive and competitive in the knowledge-based economy, and thus improve their standard of living and quality of life.

1.6 Industry Canada's Management Priorities

Industry Canada is committed to strengthening departmental management practices, and uses the Management Accountability Framework (MAF) (www.tbs-sct.gc.ca/maf-crg/intro_e.asp) as a tool to advance its management priorities.

In 2007–2008, work will continue on government-wide management priorities and on priorities identified in the Department's management agenda. Departmental management priorities and initiatives are identified through the MAF's external and internal assessment processes. A number of initiatives have been identified for 2007–2008 in key management areas, including management accountability, human resources management, stewardship, official languages, and information technology and information management. The details of these initiatives are provided below.

Federal Accountability Act

On April 11, 2006, the Government of Canada introduced the *Federal Accountability Act* and Federal Accountability Action Plan as part of its efforts to make government more accountable. Through the Act and Action Plan, the Government of Canada is bringing forward specific measures to help strengthen accountability and increase transparency and oversight in government operations. The Act received royal assent and became law on December 12, 2006.

Industry Canada will be working with the Treasury Board Portfolio and other departments and agencies to put in place the measures announced by the government related to the *Federal Accountability Act* and Action Plan. The Department will also collaborate on reviewing departmental management practices to determine ways to reduce unproductive rules and controls and place greater reliance on the principles of management accountability and transparency. In addition, the Department will take into account the results and recommendations made by the Independent Blue Ribbon Panel on Grant and Contribution Programs. As outlined in the Federal Accountability Action Plan, grants and contributions, procurement, financial management, policy suite renewal, protection measures for disclosure of wrongdoing, and professional excellence of the public service will be the areas of particular focus over the coming year.

Values and ethics is an important element of the *Federal Accountability Act*. For the past several years the Department has identified values and ethics as a management priority, and has undertaken specific initiatives to address this priority. These initiatives include providing training on the Values and Ethics Code for the Public Service to more than 1400 employees; providing training for high-risk programs; active ongoing review of conflict-of-interest and post-employment issues; communicating to all employees on values and ethics; and implementing a process to deal with wrongdoing, harassment and conflict-prevention issues. In 2007–2008, focus will be placed on implementing new measures set out in the *Federal Accountability Act*, including continued education and awareness, disclosure protection, provision of guidance to employees, communication of shared values, and development of specific tools for managers and employees.

Integrated Human Resource and Business Planning

Integrated human resource and business planning is essential to the implementation of the *Public Service Modernization Act* (PSMA). Industry Canada's goal is to promote excellence in human resource management in order to maintain a competent, sustainable and diversified workforce.

Recently, a Department-wide integrated human resource and business planning process was introduced. The resulting triennial strategic plans incorporate the Department's priorities as they apply to each sector and branch. The priorities include recruiting, retention, learning and development, employment equity, official languages and succession. The plans will be made available to all Department employees on the Human Resources Branch intranet site.

Through this human resource planning process, the Department's goal is to improve performance and develop funding strategies that are in line with Industry Canada business requirements.

Human Resource Modernization Initiatives

Under the PSMA, Industry Canada has submitted notices of intent supporting the continued implementation of the Act through investment in human resource activities.

These initiatives, with the support of funding from the Public Service Human Resources Management Agency of Canada, focus primarily on policy development, learning, collective staffing, the monitoring framework, management information reports, workplace conflict management and the development of information technology (IT)-based tools to support certain activities.

In addition, a number of the notices of intent submitted involve projects that focus more specifically on evaluating and improving the "people" component of the management accountability framework (PCMAF).

Strong Stewardship Framework

Industry Canada will continue its efforts to ensure that a strong stewardship framework is in place and adhered to within the Department. The departmental committee on stewardship and program management issues — the Program and Services Board — will continue to provide advice to senior management on comptrollership issues and maintain high standards of integrity for the review of major investments and contracts. In 2007–2008, the Department intends to strengthen and continue improving the following resource management tools, processes and systems: strategic departmental investment planning, enhanced performance reporting and resource allocation processes, and a corporate salary management and forecast system. Also, pursuant to an internal audit of the Department's financial controls, the Department will take action to address the improvements needed to strengthen its financial control framework.

Section 41, *Official Languages Act*

The Department will continue to implement its four-year plan to maximize official-language minority community participation in its existing economic development programs and services. This plan is based on a strong partnership with the four regional development agencies and it integrates the Industry Canada component of the government's *Action Plan for Official Languages*. Furthermore, the following activities will be undertaken: horizontal performance indicators will be established, with the regional development agencies, to measure progress on departmental activities in support of Part VII of the *Official Languages Act* and to measure progress on Industry Canada's initiatives toward the federal *Action Plan for Official Languages*; a major research effort to establish a socio-economic database on the minority communities will be expanded; and community consultations will continue to increase the Department's understanding of official-language minority community needs and requirements, inform communities about the Department's programs, and further strengthen the relationship between these communities and Industry Canada.

Information Management and Information Technology Governance and Responsibilities at Industry Canada

Given the importance of information management (IM) and information technology (IT) to Industry Canada's business, the Department must continue to ensure that all IM/IT investment decisions are consistent with departmental priorities, maximize efficiencies and provide high levels of service.

Recently, Industry Canada created a departmental IT governance structure, which provides the framework required for strategic IT decision making with a departmental lens and approach. Under this new governance structure, three departmental IT governance committees are now fully operational and provide a forum for IT-related strategic discussions. Together, the committees are responsible for IT procedures, policies, planning, investment decisions and standards governing the use of IT.

In addition, an IT Governance Policy was developed to ensure that all Industry Canada investments in IT are managed corporately and support departmental business objectives and priorities.

In 2007–2008, the focus of this new governance structure and policy will be to support departmental programs and strategic outcomes while maximizing the value of IT investments by facilitating a coordinated approach to IT service delivery, reducing duplication and increasing efficiencies.

1.7 Alignment to Government of Canada Outcomes

Canada’s Performance (www.tbs-sct.gc.ca/report/govrev/06/cp-rc_e.asp), the annual report to Parliament on the federal government’s contribution to Canada’s performance as a nation, is structured around four areas: economic affairs, social affairs, international affairs and government affairs.

Each of these areas is associated with a number of outcomes that the federal government is working to achieve. Industry Canada’s strategic outcomes align with Government of Canada outcomes in the area of economic affairs. The following table shows the relationship between these Government of Canada outcomes and Industry Canada’s outcomes.

Government of Canada Outcomes: Economic Affairs	Industry Canada Strategic Outcomes		
	A Fair, Efficient and Competitive Marketplace	An Innovative Economy	Competitive Industry and Sustainable Communities
Income security and employment for Canadians	T	T	T
Strong economic growth			T
An innovative and knowledge-based economy		T	
A clean and healthy environment			T
A fair and secure marketplace	T		

Section 2:

Analysis of Program Activities by Strategic Outcome

● Strategic Outcome: A Fair, Efficient and Competitive Marketplace

Each of the following program activities contributes to the strategic outcome through programs and initiatives, policy development and service delivery. Both financial and non-financial information are provided for each program activity. The expected results and indicators represent a preliminary attempt at demonstrating how Industry Canada will measure its performance against the results it aims to achieve. Further details on the programs and initiatives mentioned in the text below can be found on page 55 in the Appendix.

Plans by Program Activity

Program Activity: Policy Sector — Marketplace

Description: Development of marketplace framework policy					
Expected Result			Indicator		
<ul style="list-style-type: none"> Development and coordination of policy frameworks that support a fair, efficient and competitive marketplace 			<ul style="list-style-type: none"> Legislative initiatives tabled and approved, aimed at improving Canada's broad marketplace framework (e.g., copyright, insolvency, intellectual property, competition policy) 		
2007–2008		2008–2009		2009–2010	
\$9.1M	87 FTEs	\$10.3M	87 FTEs	\$9.3M	82 FTEs

Competitive markets that drive innovation and productivity and increase consumer well-being are essential to Canada's long-term prosperity. The Policy Sector contributes to this overarching goal by working with other sectors within Industry Canada as well as with other federal departments on initiatives to create a business climate that attracts and retains investment, innovative industries and talented workers. The Sector also seeks to reduce barriers to labour and capital mobility. These initiatives are linked to the government's broader competitiveness and prosperity agenda and include telecommunications policy initiatives, marketplace legislation and Smart Regulation. In collaboration with other sectors, the Policy Sector develops policies that are flexible and responsive to changing technologies, marketplace opportunities and an evolving global marketplace. Some of the key policy initiatives that will be undertaken by the Sector in 2007–2008 include the following:

- In partnership with the Canadian Intellectual Property Office (CIPO) examine the possibility of providing additional protection for Olympic marks and symbols, in the context of the 2010 Olympic and Paralympic Winter Games in Vancouver. Such legislation would help protect Olympic brands and contribute to the financial success of the Games.
- Proceed with the statutorily mandated review of the provisions in the *Patent Act* relating to Canada's Access to Medicines Regime (CAMR). The review will examine whether and how CAMR can better deliver on Canada's commitment to facilitate access to medicines in the developing world, while meeting its international trade obligations and respecting the integrity of the domestic patent system.

In addition to the policy initiatives noted above, the Policy Sector will continue with its efforts under the Paperwork Burden Reduction Initiative to promote the competitiveness and prosperity of small businesses by reducing the paperwork burden imposed on them. The government’s commitment to reduce the paperwork burden was confirmed in *Advantage Canada*, the government’s economic plan (November 2006), which included a commitment to implement a 20-percent reduction target. The Small Business Policy Branch (SBPB) will continue to provide support in the future to the joint private–public sector Advisory Committee on Paperwork Burden Reduction (ACPBR), in order to measure the paperwork burden for small businesses and identify concrete initiatives for reducing the burden. In particular, the SBPB will work with the ACPBR to implement the recommendations in their report released in March 2006 regarding a paperwork burden reduction target. The SBPB will also report on findings from the Statistics Canada Survey of Regulatory Compliance Costs through a series of survey briefings. In addition, the SBPB will coordinate efforts across government to establish a baseline measure of the burden and identify concrete initiatives for reducing it.

Program Activity: Operations Sector — Marketplace

Description: Development of instruments and compliance with the marketplace framework					
Expected Result			Indicators		
<ul style="list-style-type: none"> Marketplace fairness, integrity and efficiency is protected through regulation and promotion in the areas of insolvency, weights and measures, federal incorporation, and spectrum management 			<ul style="list-style-type: none"> Public confidence in the insolvency system Renewal and continuous improvement of rules and requirements governing trade measurement Public confidence in federal incorporation regime Year-over-year number of radiocommunications investigations conducted/resolved by the Regions 		
2007–2008		2008–2009		2009–2010	
\$91.7M	1,332 FTEs	\$86.1M	1,329 FTEs	\$79.7M	1,327 FTEs

To ensure that the marketplace continues to foster competitive conditions that attract investment, encourage innovation and protect the public interest, the Operations Sector — through the work of the marketplace service organizations — will contribute to a new modern approach to Smart Regulation and to the reduction of the administrative and paper burden for Canadian businesses, especially for small and medium-sized enterprises. This will be achieved through enhanced use of technology and improved administrative efficiency of regulations.

Office of the Superintendent of Bankruptcy

As part of a broad strategy to facilitate and encourage the use of technology in the marketplace, the Office of the Superintendent of Bankruptcy (OSB) is implementing mandatory e-filing by trustees. Trustees are licensed (and supervised) by the Superintendent to provide insolvency services pursuant to the *Bankruptcy and Insolvency Act*. Last fiscal year, the OSB completed the development of its multi-phased e-filing system that allows trustees to conduct online transactions. To date, the national e-filing rate has reached 80 percent of insolvency filings. This increased use of e-filing will maximize the return on investment in e-filing technology, increase staff and trustee efficiency, reduce the paperwork burden and, most importantly, enhance the OSB’s policy capacity to support future legislative reforms and the regulatory agenda.

Measurement Canada

A characteristic of a fair, efficient and competitive marketplace is the presence of effective regulatory instruments. As part of its ongoing commitment to ensuring that efficient regulations are in place, Measurement Canada will continue consultations with key stakeholders, including the manufacturers of measuring instruments (scales, gasoline pumps, and electricity and natural gas meters), relevant associations, businesses and service providers to identify broad themes and key areas to be addressed as part of proposed modifications to the *Weights and Measures Act* and the *Electricity and Gas Inspection Act*. As part of this initiative, Measurement Canada will also survey other international government jurisdictions to ensure that proposed amendments to Canada's legislative framework facilitate trade, encourage the adoption of new technologies, and promote continued confidence in Canada's measurement control frameworks. Measurement Canada will also continue its work to establish regulations that emulate international standards and Smart Regulation principles to ensure the renewal and improvement of the rules and requirements that govern trade measurement.

Corporations Canada

As part of its efforts to ensure an efficient marketplace, in 2007–2008, Corporations Canada will continue to develop an integrated information technology (IT) system for processing transactions internally and to encourage online filing. Once completed, the integrated system will achieve the following:

- address evolving business and client needs;
- facilitate innovative and efficient ways to serve Canadians;
- provide for IT security options; and
- improve interdepartmental communications.

In 2007–2008, the provisions and operations of the *Canada Business Corporations Act* are required to undergo a parliamentary review. Corporations Canada, along with the Policy Sector, will continue to prepare for the review by considering various issues identified by stakeholders and by providing a status report on the operations of the Act over the past five years.

Another way that Corporations Canada is contributing to a more efficient and competitive marketplace is through the 2006 launch of a pilot project called Pre-Approved Articles with two of its key clients. The purpose of this project is to provide faster and more efficient service to intermediaries (e.g., search houses and law firms) who are major users of Corporations Canada's incorporations services. Intermediaries will be able to submit standard articles that they use to incorporate businesses to Corporations Canada for approval. Once approved, the intermediaries can file their applications for incorporation simply by referring to an identification number. This new service offers Corporations Canada clients an innovative way to save time and paperwork. In 2007–2008, Corporations Canada will be in a position to complete the pilot project and will begin offering all intermediaries an opportunity to file pre-approved articles.

Program Activity: Spectrum, Information Technologies and Telecommunications Sector — Marketplace

Description: Development of regulations, policies, procedures and standards governing Canada's spectrum and telecommunications industries and the digital economy					
Expected Result			Indicator		
<ul style="list-style-type: none"> ▪ A policy and regulatory framework to govern Canada's radiocommunications and telecommunications infrastructure in support of Canadian marketplace requirements and shape the digital economy 			<ul style="list-style-type: none"> ▪ Degree of client satisfaction in the Canadian marketplace with the current policy and regulatory framework 		
2007–2008		2008–2009		2009–2010	
\$50.1M	366 FTEs	\$46.4M	366 FTEs	\$46.4M	366 FTEs

Telecommunications Modernization

Industry Canada ensures a modern telecommunications policy and regulatory framework, and effectively manages the radio frequency spectrum in the public interest to meet the communications needs of all Canadians and to encourage the adoption of enabling technologies across the economy. The radio spectrum is a public resource used by wireless carriers to provide a growing range of telecommunications services, but also for broadcasting, public security, emergency, and private and commercial uses. Industry Canada consistently strives to balance its roles of enabling a fair, efficient and competitive marketplace, rendering reliable and affordable telecommunications services to all Canadians, while ensuring timely and efficient access to spectrum to meet the evolving demands of users.

As the underlying infrastructure of Canada's economic activity, telecommunications services are key to Canada's economy and future well-being. In recent years, the telecommunications landscape has changed dramatically, necessitating an evolution in policy and regulatory approaches, as recognized by the Telecommunications Policy Review Panel in March 2006.

As recommended in the Panel's report and outlined in the Government of Canada's *Advantage Canada* plan, the Department's goal is to reshape telecommunications policy so that it supports an internationally competitive and robust telecommunications industry in Canada that results in greater choice, more innovative products and better services for the Canadian consumer.

Industry Canada has already undertaken a number of important actions in telecommunications reform. These include:

- issuing the first policy direction to the Canadian Radio-television and Telecommunications Commission (CRTC) under the *Telecommunications Act*. The policy direction to the CRTC requires it to rely on market forces to the maximum extent feasible;
- the government's decision to change Telecom Decision CRTC 2005-28 in order to accelerate deregulation of certain Voice over Internet Protocol (VoIP) services provided by the former monopoly telephone companies; and
- the government's proposal to change the CRTC's regulatory "forbearance" framework for deregulating local retail telephone services provided by former monopolies.

In fiscal year 2007–2008, Industry Canada will continue to advance the government's agenda for telecommunications policy reform, including updating legislative and regulatory frameworks. The Department will also continue to monitor the impacts of actions already undertaken to assess their effectiveness in reducing the regulatory burden on businesses, promoting competition in the telecommunications industry and making regulation more efficient.

The government has consistently supported the timely deployment of Wireless Number Portability (WNP). Following the development of an implementation plan by the Canadian Wireless Telecommunications Association, and related CRTC regulatory decisions, WNP is scheduled to be available in metropolitan areas across Canada on March 14, 2007. Industry Canada will continue to review industry and regulatory developments to assist in the successful introduction of WNP for Canadians and in the ongoing consideration of related policies.

Spectrum Management and Engineering

Modernizing Canada's telecommunications regulatory regime also includes making the management of spectrum more modern, flexible and efficient. Technology convergence is blurring the lines that previously existed between wireline, broadcast and wireless services, and content delivery. There is a growing demand for mobile services and, consequently, for spectrum, which is a finite resource. In 2007–2008, Industry Canada will undertake several priority actions to manage this revolution and ensure a competitive marketplace that benefits Canadian businesses and consumers.

Advanced Wireless Service (AWS): The Department plans to issue a consultation paper to establish a policy framework for the auction of spectrum for AWS. Areas of consultation will include spectrum auction rules and input from the industry on competition issues. Interested parties will be invited to publicly address issues and make proposals related to the auction. The consultation will also include a “reply comment” phase, which will provide an opportunity to challenge the positions and assertions of other parties. Consistent with the Government of Canada’s commitment to Smart Regulation, these actions support the objective to build a fair, efficient and competitive marketplace, thereby ensuring that the Canadian wireless industry remains in step with developments in North America and Europe.

Licensing Spectrum: The Minister of Industry announced that Industry Canada will be opening some spectrum in the 2500 MHz range. A consultation paper is to be released in 2007 that will lead to the auction of the spectrum. Areas of consultation will include policy considerations and transition provisions for the incumbents, including broadcasting distribution licensees currently in the band, spectrum auction rules, and input from the industry on competition issues. The process will be similar to the AWS consultation process with similar competition objectives. Additionally, the Department expects to complete the consultation for the licensing of public air-to-ground radio service for use on board aircraft, and to facilitate the introduction of new wireless technologies such as ultra-wideband, software-defined and cognitive radio.

Satellite Communications: In July 2006, the Minister of Industry launched a licensing initiative to authorize the development of Canadian satellite communications services. The objective of the initiative is to ensure that satellite capacity will be available to satisfy Canadian requirements for broadcasting and telecommunications. The consultation process was completed in January 2007, and the Department will provide a recommendation to the Minister of Industry on the assignment of licences in spring 2007.

Industry Canada continues to carry out spectrum and telecommunications engineering work in support of these activities and to ensure that Canada is at the forefront of new telecommunications services and equipment.

The Department has a key role in representing Canada’s telecommunications and spectrum interests internationally. In fiscal year 2007–2008, Canadian positions and proposals will be negotiated at the World Radiocommunication Conference (WRC) 2007 to ensure that Canada has access to new spectrum allocations, while protecting existing services. Proposed allocations will include spectrum for next-generation personal communication services and equipment, high-frequency broadcasting, and the space sciences for weather services and earth exploration satellite services, among others.

Over the next two years, Industry Canada will also negotiate Mutual Recognition Agreements with Israel, Japan and the Asia–Pacific Economic Union (APEC) and negotiate 15 Canada–United States Arrangements to allow for the introduction of new services. The details of the DTV (Digital Television) Final Allotment Plan will also be negotiated and finalized with the United States in 2007–2008. This will allow for the full implementation of high-definition television in Canada.

Furthermore, Industry Canada will develop national standards for the introduction of new equipment for ultra-wideband technology in 2007–2008. National standards for broadband over power lines will be developed in 2007–2008 should the industry indicate a requirement. In addition, Industry Canada will continue to provide expert advice on the impact of next-generation networks.

Security and Infrastructure Protection

Telecommunications networks play a critical role in responding to emergencies, including alerting the public and providing disaster relief (e.g., public safety communications, 911 service and weather warnings) to ensure the safety and security of Canadians. Industry Canada will continue its activities related to emergency telecommunications planning, preparedness and response. Given Canada’s reliance on a variety of complex communications services, there is an increasing need to ensure that the highly developed telecommunications networks supporting such services are available and remain safe from criminals, terrorists and damage from electronic and natural disasters. In partnership with other government departments,

Industry Canada will continue to work to assist law enforcement officials in their efforts to protect Canadians. The Department will also support the necessary R&D within government, industry and academia to sustain the knowledge base required to ensure that Canada's telecommunications networks are secure.

E-Commerce

The rapid expansion of electronic commerce and the dramatic development of the online marketplace have become key elements of the 21st-century economy, increasing the competitiveness of Canadian businesses and enhancing their potential for innovation. Industry Canada develops effective legal and policy frameworks that promote the growth of the online marketplace in Canada and the conduct of e-commerce and e-business across all sectors of the economy. The Department also supports policy coordination to further the conduct of online trade and commerce internationally. Industry Canada will continue to work with its partners to improve confidence in the marketplace by protecting individual privacy and curbing harmful Internet content. The continued implementation of the Security and Prosperity Partnership (SPP) of North America agenda, and particularly those elements related to e-commerce, privacy and cyber-security, will contribute to a safer and more secure network economy and online marketplace. In support of the SPP, Industry Canada co-chairs the Electronic Commerce and Information and Communications Technologies Working Group. This group is tasked with maximizing online business and consumer confidence by adopting a framework of common principles for e-commerce, and stimulating and accelerating cross-border technology trade.

International Cooperation

In addition to the spectrum-specific international work outlined above, Industry Canada will also continue to work in multilateral forums — such as the Organisation for Economic Co-operation and Development (OECD), the United Nations (UN), the G8, the North Atlantic Treaty Organisation (NATO) and the Commonwealth — as well as bilaterally and trilaterally on critical issues such as Internet governance, the harmonization of marketplace principles for data and privacy protection in online commerce, the security of networks and services for business and the consumer, and telecommunications policy and frameworks in a rapidly changing environment. Canada is an active participant in the International Telecommunication Union (ITU). Industry Canada is actively working to implement the decisions of the 2006 ITU Plenipotentiary Conference, domestically, and as a member of the ITU Council.

Furthermore, after the successful conclusion of the two-phased UN World Summit on the Information Society (WSIS) in Tunis, Tunisia, in November 2005, a number of follow-up activities require departmental participation. These include reviews and initiatives undertaken at the ITU and the Internet Governance Forum, as well as participation in the Governmental Advisory Committee of the Internet Corporation for Assigned Names and Numbers (ICANN). Industry Canada will also be engaged in broader reviews of other stakeholder initiatives related to the use of ICTs for development and related to the continued deployment of communications infrastructure.

Program Activity: Office of Consumer Affairs — Marketplace

Description: Promotion of consumer interests					
Expected Result			Indicator		
▪ Strengthened responses to consumer issues			▪ Number of initiatives responding to consumer issues with active engagement of OCA		
2007–2008		2008–2009		2009–2010	
\$5.3M	23 FTEs	\$4.9M	23 FTEs	\$4.9M	23 FTEs

The Office of Consumer Affairs (OCA) collaborates with other departments and governments, and continues to play a role in the development of policies and non-regulatory instruments for consumer protection. To enhance consumer protection, the OCA will work toward the harmonization of federal/provincial/territorial consumer policies through the Consumer Measures Committee.

The OCA will also continue to work with its governmental partners and other stakeholders on pressing consumer issues such as those with the payday lending industry, identity theft and consumer redress.

As a follow-up to the *Consumer Trends Report* published in July 2005, the OCA will further its research into issues of consumer vulnerability, sustainable consumption, and consumer issues in the virtual marketplace. With respect to these issues the OCA will examine the following: the consumer challenges faced by newcomers to Canada, options for deploying OCA resources to promote sustainable consumption, and consumer issues emerging from new technologies such as radio frequency identification (RFID).

Additionally, the OCA will continue to seek opportunities to develop cost-effective non-regulatory approaches with other stakeholders to address consumer marketplace issues (e.g., standards, guides, and initiatives to promote consumer awareness and self-protection in the marketplace).

The OCA also disseminates consumer information products and services, and contributes to capacity building for groups working in the consumer's interest. In this regard the OCA will continue to enhance its consumer information website (www.consumerinformation.ca) and the major tools that can be found there, such as a cellphone choices checklist and the Complaint Courier. Additionally, the OCA will continue its client outreach activities to increase consumers' awareness of the wealth of useful information available to them.

In addition, management of the Contributions Program for Non-Profit Consumer and Voluntary Organizations will continue to be improved by addressing the recommendations made in the 2004–2005 evaluation study. This program provides funds to consumer groups to perform research on consumer issues that affect the marketplace, to develop policy advice that is credible and useful to decision makers, and to reach greater financial self-sufficiency through business planning.

Program Activity: Competition Bureau — Marketplace

Description: Development of and compliance with marketplace frameworks with respect to competition					
Expected Result			Indicators		
<ul style="list-style-type: none"> ▪ Increased compliance with legislation under the Competition Bureau's jurisdiction 			<ul style="list-style-type: none"> ▪ Volume of commerce affected by Competition Bureau enforcement activity ▪ Victim-to-complainant ratio (mass-marketing fraud) 		
2007–2008		2008–2009		2009–2010	
\$45.7M	446 FTEs	\$44.2M	446 FTEs	\$44.2M	446 FTEs

Maintaining and fostering a more competitive marketplace are among the government's primary mechanisms for building a strong economy based on greater productivity and innovation, and for encouraging and stimulating trade and investment. The government's commitment to these activities is evidenced in the Speech from the Throne, which stated that the government "will promote a more competitive, more productive Canadian economy."

Competition and free markets promote the efficient allocation of resources and create strong incentives for research and development and the commercialization of new knowledge. Unnecessary government regulation in place of free markets imposes costs on business and stifles innovation and productivity.

The *Competition Act* sets out a range of business activities that may undermine the operation of competitive markets. It seeks to deter and remedy the following: cartels, where firms collude to fix prices and output; dominant firms that abuse their market position in order to lessen or prevent competition; anti-competitive mergers that have the effect of preventing or lessening competition substantially in a market; and misleading advertising and other deceptive marketing activity that erode trust and confidence in the marketplace. The role of the Competition Bureau (the Bureau) is to ensure that the *Competition Act* is enforced.

In addition to enforcement activities, the Bureau's mandate includes appearing before federal and provincial boards, commissions or other tribunals with respect to competition-related matters. The Bureau's role is to advocate that reliance on competitive, free markets — and not government regulation — is the best way to efficiently allocate resources. The Bureau played an important role in the deregulation of markets in key sectors of the economy, including telecommunications, energy and transportation. The Bureau typically advocates in two or three matters annually.

Competition Law Enforcement

The Bureau's enforcement priorities continue to be fighting domestic cartels, and ensuring fair and accurate information in the marketplace by attacking deceptive and fraudulent practices.

Cartels demonstrate the worst type of anti-competitive behaviour. The increased costs to consumers as a result of domestic and international cartels under investigation by the Bureau in 2006–2007 are estimated to be in the range of \$465 million. The Bureau will continue to build capacity in the regional offices to detect and combat price-fixing and bid-rigging cartels. The Bureau is planning an evaluation of its results and activities in combating cartels in 2007–2008.

A more recent phenomenon is the increasing number of misleading and fraudulent performance claims being made to consumers (in areas such as weight loss and cancer treatment), involving millions of dollars of bogus products being sold in North America over the Internet. Through partnerships with foreign counterpart agencies and various domestic private and public sector partnerships across Canada, the Bureau is seeking to achieve significant inroads in eliminating bogus claims from appearing in marketing materials and, where possible, removing the products entirely from the Canadian marketplace.

The Bureau is a member of six law enforcement partnerships across Canada devoted to combating mass marketing fraud — whether by mail, telephone or through the Internet, or a combination of these three vehicles. The Bureau has made mass-marketing fraud a key enforcement priority for 2007–2008. Education and awareness also enable consumers to protect themselves from such schemes. The Bureau continues to chair the Fraud Prevention Forum, a group of more than 70 private sector firms, consumer and volunteer groups, government agencies, and law enforcement organizations committed to fighting fraud aimed at consumers and businesses. Reducing fraudulent representations ensures that consumers have confidence in the marketplace.

Competition Advocacy

With limited resources, the Bureau has to focus its competition advocacy efforts on key areas where it can make a difference. The health care sector is critically important to Canadians and therefore will be an area of focus for 2007–2008.

Within this sector, the Bureau's focus is on the pharmaceutical industry and self-regulated professions. The pharmaceutical industry is significant because it represents a large portion of Canada's health care spending and has grown year over year in both absolute and relative dollars. The Bureau has developed a comprehensive work plan for advocacy in this area.

The Bureau has launched a study of the generic pharmaceuticals sector to enhance its understanding of how this market works. The issue of high generic pharmaceutical retail prices is a major area of concern, and reasons for the high prices are unclear. The Bureau's study will examine the potential causes for high prices, and how to make related markets work better.

In addition, the Bureau is looking at restrictions on pharmacists, optometrists and opticians. The aim of the Bureau's study of self-regulating professions in the health care sector is to determine to what extent, if at all, these professions use anti-competitive restrictions to limit access to their professions or to control the competitive conduct of their members. With the results of the study, the Bureau will publish a draft paper for public consultation followed by a final report that will inform the public and policy-makers of its findings and, if applicable, the costs to consumers and the economy in terms of reduced competition.

Program Activity: Canadian Intellectual Property Office — Marketplace

Description: Granting of intellectual property rights and the dissemination of intellectual property information in order to accelerate Canada's economic development					
Expected Results			Indicators		
<ul style="list-style-type: none"> ▪ Deliver quality and timely intellectual property products and services ▪ Increase awareness and use of intellectual property 			<ul style="list-style-type: none"> ▪ Turnaround times for: <ul style="list-style-type: none"> • patents • trademarks • copyrights • industrial design ▪ Percentage of increased awareness and use of intellectual property 		
2007–2008		2008–2009		2009–2010	
\$1.0M	1,037 FTEs	\$10.0M	1,047 FTEs	\$8.3M	1,036 FTEs

The Canadian Intellectual Property Office (CIPO) is a marketplace service organization under the responsibility of the Operations Sector. CIPO is a Special Operating Agency using a revolving fund and is therefore listed as a separate program activity (for financial information, see Table 7 on page 45).

In partnership with the Policy Sector, CIPO will undertake further modernization of the intellectual property regime to encourage creativity and innovation, and to promote affordable access to new knowledge for Canadians.

● Strategic Outcome: An Innovative Economy

Each of the following program activities contributes to the strategic outcome through programs and initiatives, policy development and service delivery. Both financial and non-financial information are provided for each program activity. The expected results and indicators represent a preliminary attempt at demonstrating how Industry Canada will measure its performance against the results it aims to achieve. Further details on the programs and initiatives mentioned in the text below can be found on page 60 in the Appendix.

Plans by Program Activity

Program Activity: Policy Sector — Science and Technology (S&T) and Innovation

Description: Development of economic and scientific policy					
Expected Result			Indicator		
<ul style="list-style-type: none"> Development and coordination of policy frameworks in support of an innovative economy 			<ul style="list-style-type: none"> Policy proposals that are brought forward reinforce the elements that advance an innovative economy and reflect a coordinated approach based on tools available across the Sector 		
2007–2008		2008–2009		2009–2010	
\$52.6M	114 FTEs	\$54.9M	115 FTEs	\$54.8M	116 FTEs

Knowledge that is derived from R&D is a key driver of economic growth. The Policy Sector supports the creation of knowledge through R&D in a number of different ways. The following paragraphs will detail some of the key ways in which the Sector will promote S&T and innovation in 2007–2008.

The federal government has invested substantially in research performed by federal laboratories, businesses and universities. In fact, since 1997 the Government of Canada has more than doubled its annual investments in university R&D. Industry Canada will continue to work with its partners in 2007–2008 to improve the effectiveness of funding for higher education research, and on measuring and maximizing the impact of these investments. This work will be undertaken in collaboration with several partners, including the three federal granting councils (the Natural Sciences and Engineering Research Council, the Social Sciences and Humanities Research Council, and the Canadian Institutes of Health Research), the Canada Foundation for Innovation (www.innovation.ca), Genome Canada and others.

The Policy Sector will also undertake research and analysis on issues of interest to Canadian small businesses. Some of the key issues the Sector will focus on this fiscal year include the characteristics of high-growth and innovative small businesses, the barriers faced by small business in the development and adoption of innovation, and the commercialization of research. Special attention will be paid to the role of venture capital in supporting the growth of innovative firms, and in increasing Canada’s ability to commercialize research through investment in SMEs in high-growth sectors of the economy.

As announced in Budget 2006 and in *Advantage Canada* — the government’s economic plan — the Minister of Industry is developing an S&T Strategy, in collaboration with the Minister of Finance. The Strategy will encompass a broad range of government support for research, including knowledge infrastructure. The government has also undertaken a review of the accountability and value for money of the granting councils’ activities. In 2007–2008, Industry Canada will work with the Natural Sciences and Engineering Research Council and the Social Sciences and Humanities Research Council to implement the recommendations that emerge from this review.

One of the responsibilities of the Policy Sector is to provide secretariat support, including research and analysis services, to two external advisory councils: the Advisory Council on Science and Technology (www.acst-ccst.gc.ca), which advises the government on how to improve Canada's innovation performance, and the Council of Science and Technology Advisors (www.csta-cest.gc.ca), which advises the government on the management of the federal science and technology enterprise. The Minister of Industry is reviewing the science advisory councils to ensure continued access to high-level, expert, external advice for government on science and innovation issues.

Another way in which the Sector contributes to an innovative economy is through its active engagement in the Federal Laboratory Infrastructure Project. This project was established in 2006 to identify options for long-term infrastructure investment needs and to develop a comprehensive federal policy framework for the governance and management of laboratory and S&T infrastructure. This project is expected to be completed in 2008.

The Sector will continue to work with provincial and territorial partners in a dialogue on S&T and innovation-related issues, and to collaborate in areas of mutually agreed interest. The Federal/Provincial/Territorial Deputy Ministers' Working Group on Innovation met in early December 2006 and agreed to work on a collaborative agenda. Industry Canada will engage provincial and territorial ministries responsible for innovation in 2007 to continue to foster this collaborative relationship.

The Council of Canadian Academies (the Council), is a not-for-profit organization managed by a board of governors drawn from its three founding member academies — the Royal Society of Canada, the Canadian Academy of Engineering and the Canadian Academy of Health Sciences — together with public governors named by the Council and the Minister of Industry. The Minister of Industry refers issues of particular importance to Canadians to the Council on behalf of the Government of Canada. The Council provides the government with assessments of the state of scientific knowledge on these issues, and these assessments inform the policy decisions of government and support a more dynamic and innovative economy. The Council conducted its first assessment on Canada's S&T strengths and published the report *The State of Science & Technology in Canada* in September 2006. The Council is currently working on several assessments related to gas hydrates research and groundwater.

Program Activity: Industry Sector — S&T and Innovation

Description: Development of initiatives that stimulate research and development in order to accelerate commercialization in emerging technologies and priority sectors					
Expected Result			Indicators		
<ul style="list-style-type: none"> ▪ Innovative Canadian industries 			<ul style="list-style-type: none"> ▪ Innovation gap (R&D expenditures as a percentage of Canadian industrial expenditures — trend and international comparisons) ▪ Overall assessment of climate, programs, decisions and other major factors supporting innovation in Canadian industries, such as: <ul style="list-style-type: none"> – intellectual property protection – highly qualified personnel supply (scientists and engineers) – tax incentives for R&D – regulatory environment – impact of other government department programs (subsidies, demonstrations) – industry structure (concentration, profitability and ownership) 		
2007–2008		2008–2009		2009–2010	
\$11.8M	123 FTEs	\$9.8M	120 FTEs	\$9.8M	120 FTEs

Canada's prosperity will depend increasingly on its ability to put knowledge to work. The Industry Sector of Industry Canada will apply its growing knowledge of the Canadian business landscape, including its knowledge of sector-specific innovation challenges and opportunities, to enhance government decision making and industry development activities. Several initiatives, described here, will be undertaken over the course of the year to create conditions that lead to increased R&D, commercialization and innovation, thereby enhancing Canada's knowledge advantage for the benefit of Canadian industries.

The Industry Sector has an internationally recognized expertise in the development of Technology Roadmaps (TRMs). Developed in partnership with private industry, TRMs are a strategic tool that helps firms identify the technologies needed to capture future market opportunities, identify strategies to develop or access these technologies, and carry out research and apply new technology more cost-effectively through collaborative R&D arrangements. TRMs help the federal government identify national capabilities and technology gaps, and can be used by major research funders to focus on priority research areas. By helping firms better understand their markets and make informed technology decisions, TRMs can lead to increased and better targeted business spending on R&D, and faster development and diffusion of new technologies that address industry needs. To date, Industry Canada has developed or has been involved in the development of 26 TRMs (see www.strategis.ic.gc.ca/trm), and seven more are under development for low-cost aerospace composites manufacturing, processing and repair; diagnostics, prognostics and health management; aerospace protective coatings; computational fluid dynamics; textiles; wireless; and contact centres. The Industry Sector will also work with the private sector and other government departments on a technology inventory for clean coal and carbon dioxide capture and storage technologies.

The Industry Sector is co-lead, with Foreign Affairs and International Trade Canada (DFAIT), of the Manufactured Goods and Sectoral and Regional Competitiveness Working Group within the Security and Prosperity Partnership (SPP) of North America. Under this Working Group, the National Research Council (NRC) is leading an initiative that will help identify research that can be undertaken in the area of nanotechnology to improve the performance and reduce the cost of existing products and industrial processes. The SPP will facilitate collaboration between the United States National Nanotechnology Initiative (www.nano.gov) and the NRC, including exploring Canada–U.S. projects in measurement science for particle size. Additionally, the Industry Sector continues to lead the Public Service of Canada Nanotechnology Network. This network is three years old, with membership drawn from across the federal government. It hosts seminars, develops background documents, develops international position papers for Canada and shares information about and raises the profile of these emerging technologies.

The Industry Sector's expert knowledge and its broad understanding of Canada's commercialization environment will play a key role in helping Canadians turn knowledge into commercial success. The Industry Sector will work with the Policy Sector to ensure that the federal government's efforts to improve commercialization outcomes reflect the needs and interests of Canadian industries.

Industry Canada will continue to work with Genome Canada to strengthen the environment for genomics and proteomics research in Canada. To date, the federal government has committed \$600 million to Genome Canada for large-scale genomics research. It is expected that this funding will leverage an additional \$640 million from provinces, firms and other institutions.

Biotechnology is an enabling technology applied across diverse industry sectors. To enhance the commercialization efforts of biotechnology activities, the Industry Sector will continue to encourage the global competitiveness of health industries that have led in the application of biotechnology. The Industry Sector will also continue to promote the uptake of biotechnology within established industry sectors, including the agriculture, energy, forestry and chemical sectors, by promoting innovation and the commercialization of sustainable fuels, chemicals and materials from renewable bio-resources.

Sustainable energy from renewable and alternative pathways such as hydrogen fuel cells will improve the environment and the health of Canadians, and is crucial to Canada's future economic development. Growth in the renewable and alternative energy sectors is providing opportunities for industrial development through both technology commercialization and manufacturing. The Industry Sector will work closely with renewable and alternative energy stakeholders to examine advances in Canadian technology capabilities, identify commercialization and industrial development opportunities presented by the Sector's rapid growth, and explore domestic and international partnerships for business development.

The 2006–2007 fiscal year marks the completion of Sustainable Development Strategy (SDS) III, and the development of SDS IV. The Industry Sector will continue to contribute to the Government of Canada's sustainable development commitments by examining opportunities to accelerate the greening of the Department's operations in the areas of waste, facilities and fleet management in the context of the development of SDS IV.

Advances in government procurement are providing important opportunities to achieve key Government of Canada objectives related to sustainable development, as well as technology commercialization and diffusion. The Industry Sector will also continue to be engaged in federal procurement policy decisions in support of strategic industrial interest. One example of the Sector's engagement in procurement policy is its ongoing work with stakeholders with the Industrial and Regional Benefits Policy to ensure that appropriate long-term, high-quality economic benefits flow to Canadian companies.

Program Activity: SITT — S&T and Innovation

Description: Support advanced and applied research within the Canadian ICT Sector for the development of innovative technologies					
Expected Result			Indicator		
<ul style="list-style-type: none"> Improved research capacity and commercialization of ICTs 			<ul style="list-style-type: none"> Access to advanced research networks across Canada and the application of ICTs to industrial sectors 		
2007–2008		2008–2009		2009–2010	
\$27.0M	4 FTEs	\$27.0M	4 FTEs	\$27.0M	4 FTEs

The government's economic plan, *Advantage Canada*, aims to make Canada a world leader in R&D and innovation. To help achieve this goal, Industry Canada intends to support the operation and development of CA*net 5 by obtaining renewed funding in 2007–2008 for the not-for-profit corporation, CANARIE Inc. (www.canarie.ca). CA*net 5 is a high-performance network that links research networks and institutions throughout Canada, enabling the country's research community to pursue advanced research across Canada and around the world.

Industry Canada also provides support to Precarn Inc. (www.precarn.ca). Precarn Inc. is a national, not-for-profit, industry-led consortium that supports pre-competitive R&D projects in the fields of intelligent systems and advanced robotics. To maintain its research support and to promote further progress in Canada's intelligent systems and advanced robotic industries, Precarn received a \$20-million conditional grant for Phase 4 of its program, which will run until 2010.

Program Activity: Communications Research Centre Canada — S&T and Innovation

Description: Conducts research on advanced telecommunications and information technologies to ensure an independent source of advice for public policy and to support the development of new products and services for the ICT Sector					
Expected Results			Indicators		
<ul style="list-style-type: none"> ▪ Telecommunications policies, regulations and standards are developed using Communications Research Centre Canada (CRC) technical input ▪ Canadian companies in the telecommunications sector use CRC-developed technology to improve their product lines and their competitiveness 			<ul style="list-style-type: none"> ▪ Number of CRC technical inputs (trends and assessments) to groups developing policies and regulations related to the telecommunications sector, including the Spectrum Information Technologies and Telecommunications Sector of Industry Canada, the International Telecommunication Union (ITU), the Institutes of Electrical and Electronics Engineers (IEEE), and the Canadian Radio-television and Telecommunications Commission (CRTC) ▪ Number of intellectual property licences issued to Canadian companies ▪ Sales revenue of Canadian companies in the telecommunications sector that were formed as a result of CRC involvement or are spinoffs from these companies 		
2007–2008		2008–2009		2009–2010	
\$41.5M	411 FTEs	\$38.7M	411 FTEs	\$38.7M	411 FTEs

Communications Research Centre Canada (CRC) performs R&D on communications technologies of significant importance to Canada: radio, satellite, broadcasting and fibre optics. As a result, CRC is well positioned to provide strategic advice as well as direct assistance for the development of policy, regulations, standards and the economy in the telecommunications sector, as new technical developments and challenges arise.

CRC collaborates with the SITT Sector by providing independent technical advice related to Industry Canada’s mandate for spectrum management, communications policy and regulatory decision making. CRC also works with organizations such as the ITU and the IEEE in the development of standards to facilitate the efficient delivery of telecommunications and broadcasting applications. This allows CRC to address challenges such as network security, emergency communications and spectrum research, and to develop innovative and affordable solutions for bringing broadband services to all regions of Canada, especially underserved rural and remote areas.

One beneficial outcome of CRC’s research program is the development of new technologies and associated intellectual property that can be of potential interest to Canadian industry. Through partnership activities or licensing, these technologies are often transferred to companies, particularly SMEs, for commercialization and sales to a worldwide market.

CRC also has an ongoing research program in photonics technologies. To accommodate expansion of research activities, construction of a new photonics lab was completed in 2006–2007 and, when combined with existing facilities, will create an integrated CRC Laboratory for Photonic Components and Systems Research. This laboratory will enable CRC to conduct leading-edge research in photonics components and optical networking for Canadian interests. A second laboratory for antenna systems testing is also being completed to support higher-frequency wireless research.

As the federal government’s primary telecommunications research laboratory, CRC also assists or partners with several other departments and agencies on communications issues. Significant R&D and program delivery is undertaken for National Defence and the Canadian Space Agency on a cost-recovery basis. A growing number of other departments are being helped in their deployment of broadband technologies and applications.

Program Activity: Technology Partnerships Canada — S&T and Innovation

Description: Encouragement of commercialization through strategic investments in innovative research and development					
Expected Result			Indicator		
<ul style="list-style-type: none"> Commercialization encouraged through strategic partnering in innovative research and development 			<ul style="list-style-type: none"> Total number of projects (which represents the number of strategic partnerships) 		
2007–2008		2008–2009		2009–2010	
\$397.3M	118 FTEs	\$266.9M	114 FTEs	\$220.0M	116 FTEs

Technology Partnerships Canada (TPC) provided funding support for R&D and demonstration projects with a goal of producing economic, social and environmental benefits for Canadians. TPC's terms and conditions expired on December 31, 2006; therefore, no new projects will be contracted. Existing contribution agreements with companies will continue according to their specific terms and conditions.

● Strategic Outcome: Competitive Industry and Sustainable Communities

Each of the following program activities contributes to the strategic outcome through programs and initiatives, policy development and service delivery. Both financial and non-financial information are provided for each program activity. The expected results and indicators represent a preliminary attempt at demonstrating how Industry Canada will measure its performance against the results it aims to achieve. Further details on the programs and initiatives mentioned in the text below can be found on page 67 in the Appendix.

Plans by Program Activity

Program Activity: Policy Sector — Economic Development

Description: Development of industry and international business policy					
Expected Result			Indicator		
<ul style="list-style-type: none"> Development and coordination of policy frameworks that support competitive industry and sustainable communities 			<ul style="list-style-type: none"> Ongoing policy and program oversight and development is advanced with a view to enhancing industry competitiveness 		
2007–2008		2008–2009		2009–2010	
\$11.2M	89 FTEs	\$10.8M	90 FTEs	\$10.8M	90 FTEs

Competitive industry and sustainable communities are vital to a healthy economy and Canada’s long-term success. The Policy Sector will work to reduce barriers to mobility of investment capital, goods, services and people, as well as supporting the advancement of sustainable development.

The Policy Sector is responsible for the administration of the *Investment Canada Act* (ICA). This responsibility includes reviewing and assessing significant investment proposals by non-Canadians to determine if they demonstrate a net benefit to Canada. This is followed up by monitoring the implementation of investors’ plans and undertakings. The ICA and regulations prescribe the legal responsibilities of non-Canadians investing in Canada, as well as the information that they are required to submit. Canada’s investment regime encourages foreign investment that is of benefit to Canadians. Foreign investors bring with them knowledge, capabilities and technology that can increase the productivity, efficiency and competitiveness of Canadian firms.

The presence of barriers to the movement of goods, services, persons and investments within Canada can compromise the competitiveness of key Canadian industries. To address this, the federal, provincial and territorial governments have agreed on an ambitious action plan under the Agreement on Internal Trade (AIT) aimed at eliminating these types of barriers. As the federal lead for the AIT, Industry Canada will continue to encourage and collaborate with other federal departments, provinces and territories to develop a work plan that will seek to achieve the following:

- remove all restrictions on labour mobility by April 1, 2009;
- finalize negotiations on an energy chapter of the AIT that will lay the policy framework for a national electrical grid;
- expand the chapter on agriculture and food goods;
- modify the dispute-resolution process to ensure that it is more effective; and
- develop measures toward harmonization of regulations.

Addressing the financing needs of SMEs contributes to their competitiveness and will therefore remain an important priority of Industry Canada in 2007–2008. The Sector will continue to work closely with the Business Development Bank of Canada concerning its mandate to fill financing gaps in the marketplace, focusing particular attention on venture capital. Further to findings from the comprehensive review of the Canada Small Business Financing (CSBF) Program in 2004–2005, Industry Canada will advance regulatory amendments that reduce the administrative burden on program lenders by bringing CSBF Program policies in line with conventional lending practices. The Sector will continue research to ensure this program's effectiveness.

Industry Canada will continue to deliver an ongoing program of research and analysis on SME financing issues through the SME Financing Data Initiative — a partnership among Industry Canada, Statistics Canada and the Department of Finance. Results will continue to be reported and used to help advance understanding of the adequacy of financial products and services available to small businesses in the marketplace and the need, if any, for government intervention.

The Policy Sector is committed to advancing sustainable development to support the development of more productive, innovative and globally competitive businesses, resulting in a higher quality of life for Canadians. Industry Canada's fourth Sustainable Development Strategy 2006–2009 (SDS IV) seeks to broaden and deepen the practical implementation of the business case for sustainable development in Canadian industry. SDS IV is characterized by the theme "selling the sustainability value proposition," which supports the Department's mandate to strengthen the national economy and promote sustainable development. The new strategy is structured around three strategic outcomes that represent what the Department aims to achieve over the next three years:

- sustainability-driven technologies and commercialization;
- sustainability tools, practices, research and awareness; and
- sustainability practices and operations within Industry Canada.

The three strategic outcomes will be advanced by delivering 26 action plan items. SDS IV presents Industry Canada's renewed path forward in terms of advancing sustainable development with its partners and stakeholders (for more information, see Table 15 in Section 3).

International trade and improved access to foreign markets are key drivers of economic growth and competitiveness in Canada. As an open economy, Canada relies more on international trade than any other G8 member to stimulate growth and innovation. Industry Canada works closely with Foreign Affairs and International Trade Canada in the government's efforts, as outlined in the Global Commerce Strategy, to reduce market access barriers to Canadian products and services, improve rules that govern international trade and facilitate investment. The Policy Sector will continue to coordinate and integrate departmental positions on a wide range of trade policy issues that affect Industry Canada. In carrying out this role, the Policy Sector will:

- conduct analysis on trade and other issues related to the trade–industry relationship;
- identify the need for Industry Canada's involvement in trade initiatives;
- provide advice to Industry Canada officials on the rules and articles of the World Trade Organization as they apply to departmental operations; and
- advance Industry Canada's interests in multilateral, regional or bilateral trade negotiations.

The Security and Prosperity Partnership (SPP) of North America, launched in March 2005, has provided a framework to improve North American competitiveness and ensure that citizens benefit from high standards of health, safety and joint stewardship of the environment. The Minister of Industry has been designated by the Prime Minister as Canada's lead for the prosperity agenda of SPP. In this capacity the Minister works closely with his U.S. and Mexican counterparts, as well as with Canada's Minister of Public Safety and Minister of Foreign Affairs, and their counterparts, on SPP initiatives.

Program Activity: Operations Sector — Economic Development

Description: Delivery of programs, information and intelligence on investment and technology opportunities to the business community. Provision of a multi-channel, common entry point for business on behalf of the Government of Canada, and encouragement of client-centred service delivery and design					
Expected Result			Indicators		
<ul style="list-style-type: none"> ▪ Improved access to capital and information for SMEs and communities targeted by Operations Sector programs 			<ul style="list-style-type: none"> ▪ Number of loans — year over year — registered through the Canada Small Business Financing Program ▪ Number of SMEs — year over year — created or strengthened through FedNor ▪ Percentage of Ontario population that has benefited from investments made under the Canada-Ontario Infrastructure Program ▪ Level of funding that official-language minority communities have received from Industry Canada ▪ Increase in number of SMEs served through Canada Business service centres (service usage) 		
2007–2008		2008–2009		2009–2010	
\$282.7M	323 FTEs	\$192.8M	317 FTEs	\$190.3M	316 FTEs

Regional Development

FedNor (www.strategis.gc.ca/fednor), as a regional development organization in Ontario, will continue to work with partners to help create an environment in which communities can thrive, businesses can grow and people can prosper. FedNor achieves this through the delivery of several strategic programs that promote the sustainable development of communities, encourage innovation and strengthen the competitiveness of SMEs. These programs include the Northern Ontario Development Program, the Community Futures Program and the Eastern Ontario Development Program.

Northern Ontario Development Program: The Northern Ontario Development Program (NODP) invests in projects that promote economic growth in Northern Ontario by providing support in the following areas:

- community economic development;
- innovation through R&D and enhanced technology;
- telecommunications infrastructure and ICT applications;
- trade and tourism;
- attraction, retention and development of human capital; and
- business financing.

Some of the priority areas for the NODP in 2007–2008 include supporting SME growth and responding to the needs of communities and key sectors, in particular the mining, forestry and tourism sectors.

Community Futures Program: FedNor also administers the Community Futures Program in Ontario, which supports a network of 61 Community Futures Development Corporations (CFDCs) throughout rural Ontario. Through the CFDCs, FedNor will continue to provide repayable financing for local small businesses and for strategic community planning and socio-economic development. This includes providing support for community-based projects as well as business information and advisory services.

Eastern Ontario Development Program: As a federal presence in Northern and rural Ontario, FedNor's organizational capacity and established networks also allow it to deliver other national initiatives and targeted regional programming that promote socio-economic development in Ontario. For example, FedNor delivers the Eastern Ontario Development Program (EODP), which promotes rural socio-economic development in rural Eastern Ontario. Under the EODP, FedNor will provide investment through the 15 CFDCs for community economic development initiatives, including business development, skills development, access to capital, retention and attraction of youth and technological enhancements.

Infrastructure Programs

Industry Canada delivers, on behalf of Infrastructure Canada (www.infrastructure.gc.ca), the Ontario components of the following three national infrastructure programs: the Canada-Ontario Municipal Rural Infrastructure Fund (COMRIF), the Canada-Ontario Infrastructure Program, and projects in Ontario under the Canada Strategic Infrastructure Fund. In 2007–2008, Industry Canada's focus with respect to COMRIF is to recommend new projects to the responsible minister for approval and, for all of the Infrastructure Canada programs, to provide oversight to existing projects. In addition, Industry Canada will continue to review and approve funding-request claims and to fulfill departmental responsibilities under the *Environmental Assessment Act*.

Assisting Canadian Business

Network for Women Entrepreneurs: Officially announced on May 16, 2005, the Network for Women Entrepreneurs (NWE) will continue to be delivered through the Canada-Ontario Business Service Centre under the Canada Business program managed by Industry Canada. The NWE builds on existing federal, provincial and municipal business networks to avoid duplication and overlap. The NWE provides women entrepreneurs in Ontario with information on programs and services to start and grow their businesses, guidance in locating key community support services, networking opportunities, and other services tailored to the needs of businesswomen. In 2007–2008, the NWE will undertake extensive outreach activities to build awareness of existing resources and support. To enhance women's entrepreneurship, the NWE will also deliver skills development workshops throughout the province.

Canada Small Business Financing Program: In 2007–2008 Industry Canada will continue to deliver the Canada Small Business Financing (CSBF) Program, an important initiative designed to benefit small businesses. The CSBF Program increases the availability of loans and leases for establishing, expanding, modernizing and improving small businesses by encouraging financial institutions and leasing companies to make financing available to small businesses. The CSBF Program helps businesses establish, grow and create jobs, which results in a more dynamic Canadian economy and benefits for Canadians.

Over the past four years, Industry Canada has also been leading the development of a government-wide service-to-business vision through extensive consultation with stakeholders and various interdepartmental and inter-jurisdictional committees. The service-to-business vision looks to enhance business competitiveness by improving the effectiveness of service delivery across government and by building on existing partnerships and government-wide platforms to deliver seamless, multi-channel, multi-jurisdictional information and services, at low cost, to businesses.

Industry Canada has delivered on the service-to-business vision through two specific initiatives: Canada Business (www.canadabusiness.gc.ca), a multi-channel government information service for businesses and start-up entrepreneurs in Canada, and BizPaL (www.bizpal.ca), an online service that simplifies the business permit and licence process for entrepreneurs, governments and third-party business service providers. Both of these initiatives will implement a number of activities in 2007–2008 to further improve service to business.

Canada Business: This fiscal year, Canada Business will undertake a comprehensive review of its content and information products to ensure that it covers the most important topics, and offers timely information in the most suitable format to small businesses and entrepreneurs. Canada Business will also continue to enhance its key business applications, including the Multi-Channel Service Delivery Assistant (client tracking system) and the Content Management System (web publishing system) in order to ensure the delivery of high-quality information services across the Canada Business network. In addition, Canada Business will continue to regularly enhance and update its website through user-centred design and evaluation practices, and sustain the increased level of awareness regarding the range of services for business offered by the Government of Canada.

The evolution of content syndication will also remain a priority for Canada Business in 2007–2008. Content syndication is a new and highly effective way of extending the reach of Canada Business information and services by rendering relevant information directly on partners' websites, thereby significantly improving access to relevant information for small businesses and entrepreneurs. In 2006–2007, Canada Business introduced several content syndication pilot projects with partners across the country, and in 2007–2008 it plans to increase the number of partners and offer a wider selection of syndicated content and services based on client needs.

BizPaL: BizPaL will continue to support the Government of Canada in realizing its commitment to address regulatory burden and streamline government service for business, as articulated in *Advantage Canada*, the government's economic plan.

To help lower the cost of doing business for a greater number of clients, Budget 2006 provided \$6 million over two years to accelerate expansion of the BizPaL initiative. In 2007–2008 Industry Canada will continue to work with provincial, territorial and local governments to offer the BizPaL service in more locations across Canada. The service will expand to cover more types of Canadian business sectors such as rural and agricultural. It will also include other business regulation information beyond permits and licences that Canadian businesses need to know to start or grow their business. In addition, ongoing improvements to the technology infrastructure will improve the functionality to better meet client needs. To ensure the long-term sustainability of this innovative initiative, BizPaL participating organizations will share the costs associated with the ongoing, long-term operations of BizPaL as of April 1, 2007.

The collaboration within and among governments that is at the core of the BizPaL service delivery model will ultimately lead to more streamlined and efficient multi-level government services. Government front-line staff will also be able to use the BizPaL tool to more efficiently serve clients through other service delivery channels such as the telephone and in-person services.

Student Connections: Another Industry Canada initiative that provides service to businesses is Student Connections (www.studentconnections.ca). This initiative encourages SMEs to adopt e-business practices in order to improve their productivity and competitiveness. Student Connections delivers affordable Internet and e-business training to Canadian SMEs through 14 centres across the country. In 2007–2008 Student Connections will continue to build new partnerships with business and industry associations and the private sector in order to effectively serve the ICT interests of SMEs.

Program Activity: Industry Sector — Economic Development

Description: Development of initiatives that support global competitiveness and sustainable economic growth in priority sectors and emerging technologies					
Expected Result			Indicators		
<ul style="list-style-type: none"> ▪ Competitive and sustainable Canadian industries 			<ul style="list-style-type: none"> ▪ Sales, trade and employment statistics ▪ Overall assessment of climate, programs, decisions and other major factors supporting competitiveness and sustainability in Canadian industries, such as: <ul style="list-style-type: none"> – labour market (not just highly qualified personnel) – corporate taxation – regulatory compliance burden – impact of other government department programs – industry structure – trade conditions 		
2007–2008		2008–2009		2009–2010	
\$68.6M	234 FTEs	\$38.0M	229 FTEs	\$38.0M	229 FTEs

In support of continuous economic growth and a high quality of life for Canadians into the future, the Industry Sector is leading several initiatives that are intended to help Canadian firms move up the value chain by becoming more competitive and integrated within global and domestic value chains. The following describes several key initiatives that will be undertaken by the Industry Sector to support the enhancement of the global reach and agility of Canadian industries.

Global Value Chains: Global value chains (GVCs) are becoming a more established way of doing business. Firms are increasingly outsourcing some of their activities to third parties, located in Canada or abroad, allowing them to focus on core competencies and exploit differences in production costs and resource endowments. To ensure that Canada is a key link in GVCs, the Industry Sector will deepen its understanding of GVCs and their policy implications for Canada. This will involve building on research, such as case studies, to highlight the role of Canadian firms in the GVC of specific industries. Work will continue with Statistics Canada to develop relevant indicators, and further collaboration with Canadian and international experts in policy-based research is expected to take place this year.

One significant example of the Industry Sector's efforts to ensure that government policy reflects the evolving realities of GVCs is the Industrial and Regional Benefits Policy on defence procurement. The Industry Sector is working with National Defence and Public Works and Government Services Canada to ensure that Canadian companies participate in or move up the GVCs of large foreign multinationals that receive procurement contracts from the Government of Canada.

Trade and Investment: The Industry Sector is a partner in the Government of Canada's efforts, led by Foreign Affairs and International Trade Canada (DFAIT), to stimulate trade and investment flows that can benefit the Canadian economy. Recognizing that trade liberalization and globalization have a significant impact on the Canadian economy, the Industry Sector works in partnership with industry and other government departments to regularly assess trade policy initiatives and determine the potential challenges and opportunities they represent for Canadian firms. Additionally, the Industry Sector will provide support to selected major trade shows and trade missions to showcase and broaden understanding of Canadian capabilities.

As an example, the Industry Sector will lead the Canadian delegation at BIO 2007, the world's largest biotechnology conference. Canada's presence at BIO is expected to raise international awareness of Canadian companies and capabilities, and brand Canada as a key global player in biotechnology. In addition, in June 2007, the Industry Sector will support the aerospace

industry's participation in the biennial Paris Air Show – Le Bourget, the world's largest and most prestigious air show. Canada's participation in this show will help solidify Canada's position in the global aerospace and defence industry.

The Pacific Gateway Strategy, announced by the Government of Canada in October 2005, builds on Canada's geographic advantage in the Asia–Pacific region to stimulate trade and investment for the benefit of Canadians. The Strategy adopts an integrated approach to address issues relating to transportation infrastructure, logistics, security, skills, regulation and governance. As the Industry Canada lead on the Pacific Gateway Strategy, the Industry Sector will contribute to the implementation of the Strategy and to the development, by Transport Canada and Western Economic Diversification Canada, of a more comprehensive gateways and corridors policy.

Security and Prosperity: The Security and Prosperity Partnership (SPP) of North America was launched in 2005 to increase security and to enhance prosperity among Canada, Mexico and the United States through greater cooperation. Under the prosperity pillar of the SPP, the Industry Sector and DFAIT co-lead the Manufactured Goods and Sectoral and Regional Competitiveness Working Group. The working group will continue to focus on developing initiatives to reduce the cost of doing business in North America. Signature initiatives of this working group include the development of a regulatory cooperation framework, a trilateral steel strategy, and a strategy to combat counterfeiting and piracy.

Smart Regulation: The Smart Regulation Implementation Strategy aims to strengthen Canada's regulatory performance and establish a culture of continuous improvement in regulatory management across all levels of government. The Industry Sector contributes to research and analysis in this area to increase the government's understanding of the sectoral impacts of regulation, in part through co-chairing the interdepartmental Theme Table on Innovation, Productivity and Business Environment. A major study on identifying priority sectors with key regulatory differences between Canada and the United States that have an impact on trade and investment will be concluded, and opportunities to develop new analytical frameworks and tools to measure the business impacts of regulation will be identified. The Industry Sector will also analyze and advocate for regulatory effectiveness, efficiencies and technological foresight on health industries that enhance the ability of firms to commercialize innovative products without undue delays or costs.

Tourism Industry: The 2010 Olympic and Paralympic Winter Games present an opportunity for Canadian companies to improve their ability to compete in the global marketplace. The Industry Sector will work to inform Canadians of business opportunities associated with the 2010 Winter Games and other major events, educate companies on how to respond effectively to procurement contract notices and requests for proposals, as well as help identify potential partners and networks. In addition, the 2010 Winter Games offer an excellent opportunity for the tourism industry in Canada. In cooperation with the Canadian Tourism Commission, provincial and territorial tourism departments and agencies, DFAIT and Canadian Heritage, efforts will be undertaken to brand Canada as a destination of choice.

The National Tourism Strategy (NTS) was developed by the federal, provincial and territorial governments in consultation with industry to foster collaboration between governments and industry in addressing tourism issues of national or regional importance. It is a framework that enables governments to collaboratively focus and maximize the impact of their existing resources on issues of common interest. As a result of the extensive industry analysis that went into the development of the NTS, six priority areas were identified where governments can collaborate more closely to improve tourism industry competitiveness and accelerate its growth. The six priorities are border crossings, transportation infrastructure, product development, human resource development, tourism information and statistics, and tourism marketing. As co-chair of the federal-provincial-territorial (FPT) tourism working group, an action plan will be developed to address key issues facing the tourism industry. Initially, focus will be on developing an FPT approach to mitigate the effects of the implementation of the Western Hemisphere Travel Initiative on tourism. Another priority for the Industry Sector will be to use the 2010 Olympics to strengthen Canada's brand by developing a cooperative FPT tourism marketing/branding approach.

Competitiveness in Manufacturing and Key Canadian Industries: The Industry Sector provides leadership on a broad range of issues affecting manufacturing competitiveness. It will continue to work with stakeholders to address policy issues raised in such documents as the Canadian Manufacturers & Exporters' (CMEs') *Manufacturing 20/20: A Call to Action*. In this context, the Industry Sector will continue to lead a government-wide Manufacturing 20/20 Network that brings together roughly 20 organizations from across the federal government to strengthen the Government of Canada's capacity to review and improve public policy on manufacturing issues. Finally, the Industry Sector will play a leading role in reviewing the recommendations of and developing an official government response to the February 2007 Report of the House of Commons Standing Committee on Industry, Science and Technology: *Manufacturing: Moving Forward — Rising to the Challenge*.

Other efforts to help improve the competitiveness of the Canadian economy will include a focus on the aerospace, automotive, and oil and gas industries, and on emerging energy technologies. This will involve working with a broad range of partners to advance the interests of these important sectors, analyze issues and challenges, develop solutions, and identify capabilities and opportunities both domestically and internationally to increase awareness of Canadian technologies and expertise abroad.

Environmental Initiatives: In 2007–2008 the Industry Sector will continue to work in partnership with industry and other government departments on various environmental initiatives to implement the government's environmental agenda. While Environment Canada has the lead role for the implementation of the *Clean Air Act*, Industry Sector participation is key to ensuring that competitiveness considerations are factored into the debate. The Industry Sector is also contributing to other important environmental policy initiatives such as the Chemicals Management Plan and the review of the *Canadian Environmental Protection Act*. In support of a sustainable and globally competitive industry, the Industry Sector will also collaborate with industry stakeholders from the energy equipment and services sectors to identify and capitalize on evolving industrial development opportunities created by policy frameworks such as the SPP agenda. Work will also be undertaken with Transport Canada and other federal government departments to develop fuel efficiency regulations and initiatives pursuant to a Clean Transportation Strategy.

Program Activity: SITT Sector — Economic Development

Description: Promotes economic development by ensuring that Canadians, communities and businesses have access to reliable, modern ICT infrastructure and the skills to fully participate in the digital economy. Enhances entrepreneurship and lifelong learning by fostering the creation of advanced, enabling applications and technologies. Supports the development of a competitive ICT industry in Canada					
Expected Results			Indicators		
<ul style="list-style-type: none"> ▪ Canadians and communities overcoming barriers to, and gaining access to, modern ICT infrastructure ▪ Canadian ICT companies positioned for growth in the global marketplace 			<ul style="list-style-type: none"> ▪ Number of Canadians and communities accessing and using ICTs ▪ Level of awareness of opportunities, gaps and barriers affecting ICT Sector growth 		
2007–2008		2008–2009		2009–2010	
\$44.7M	139 FTEs	\$28.4M	139 FTEs	\$28.4M	139 FTEs

Information and communications technologies (ICTs) are powerful enablers across the economy. They drive economic development, productivity and innovations, and are key to the social and economic inclusion of Canadians. Through programs such as the Community Access Program and Computers for Schools (CFS), Industry Canada supplements the access that Canadians have to ICTs and modern ICT infrastructure, and thus, the opportunity to effectively participate in the economy.

The government is presently reviewing the future of the Community Access Program, and a decision about future spending will be forthcoming.

Industry Canada will also continue to undertake economic analyses and monitor industry trends and emerging sectors that are critical to priority setting and decision making for the ICT Sector. In addition to influencing government decision making and policy development, the Department will provide business development services to exploit commercial opportunities for the ICT Sector, and will continue to support the growth of the assistive technology industry in Canada.

Section 3: Supplementary Information

3.1 Departmental Links to Government of Canada Outcome Areas

2007–2008 (\$ millions)¹

Program Activity by Strategic Outcome	Budgetary						Net	Non-Budgetary	Total Main Estimates	Adjustments (Planned Spending Not in Main Estimates)	Total Planned Spending
	Operating	Capital	Grants	Contributions and Other Transfer Payments	Gross	Less: Respendable Revenue		Loans, Investments and Advances			
A Fair, Efficient and Competitive Marketplace²											
Policy Sector — Marketplace	8.5	0.0	0.6	—	9.1	—	9.1	—	9.1	—	9.1
Operations Sector — Marketplace	123.7	1.6	—	—	125.3	(40.3)	85.1	—	85.1	6.6	91.7
SITT Sector — Marketplace	38.9	3.6	6.9	—	49.4	—	49.4	—	49.4	0.7	50.1
Office of Consumer Affairs	3.6	0.0	—	1.7	5.3	—	5.3	—	5.3	—	5.3
Competition Bureau	47.6	1.7	—	—	49.2	(10.5)	38.7	—	38.7	7.0	45.7
Canadian Intellectual Property Office (CIPO) Revolving Fund	140.2	—	—	—	140.2	(139.1)	1.0	—	1.0	—	1.0
Subtotal	362.5	6.9	7.4	1.7	378.5	(189.9)	188.7	—	188.7	14.3	203.0
An Innovative Economy³											
Policy Sector — S&T and Innovation	10.2	0.0	—	—	10.2	—	10.2	—	10.2	42.4	52.6
Industry Sector — S&T and Innovation	10.0	0.0	—	—	10.0	—	10.0	—	10.0	1.8	11.8
SITT Sector — S&T and Innovation	3.0	—	—	—	3.0	—	3.0	—	3.0	24.0	27.0
Communications Research Centre Canada	49.8	0.4	—	—	50.2	(8.7)	41.5	—	41.5	—	41.5
Technology Partnerships Canada — Special Operating Agency	36.4	0.7	—	293.9	331.0	—	331.0	—	331.0	66.3	397.3
Subtotal	109.3	1.1	—	293.9	404.4	(8.7)	395.7	—	395.7	134.5	530.2
Competitive Industry and Sustainable Communities⁴											
Policy Sector — Economic Development	11.2	0.0	—	—	11.2	—	11.2	—	11.2	—	11.2
Operations Sector — Economic Development	70.8	0.7	—	247.0	318.6	—	318.6	—	318.6	(35.8)	282.7
Industry Sector — Economic Development	39.6	0.1	—	28.0	67.7	—	67.7	0.8	68.5	0.1	68.6
SITT Sector — Economic Development	9.5	0.0	—	4.0	13.5	—	13.5	—	13.5	31.2	44.8
Subtotal	131.0	0.9	—	279.0	411.0	—	411.0	0.8	411.8	(4.6)	407.2
Total	602.8	9.0	7.4	574.6	1,193.9	(198.5)	995.3	0.8	996.1	144.3	1,140.4

1. Minor differences are due to rounding.

2. All program activities that support Industry Canada's strategic outcome of a fair, efficient and competitive marketplace contribute to the achievement of the Government of Canada's outcome of a fair and secure marketplace, and the outcome of income security and employment for Canadians.

3. All program activities that support Industry Canada's strategic outcome of an innovative economy contribute to the achievement of the Government of Canada's outcome of an innovative and knowledge-based economy, and the outcome of income security and employment for Canadians.

4. All program activities that support Industry Canada's strategic outcome of competitive industry and sustainable communities contribute to the achievement of the Government of Canada's outcomes of strong economic growth, income security and employment for Canadians, and a clean and healthy environment.

3.2 Financial Summary Tables

Table 1: Departmental Planned Spending and Full-Time Equivalents

(\$ millions) ¹	Forecast Spending 2006–2007	Planned Spending 2007–2008	Planned Spending 2008–2009	Planned Spending 2009–2010
A Fair, Efficient and Competitive Marketplace				
Policy Sector — Marketplace	9.3	9.1	10.3	8.3
Operations Sector — Marketplace	127.6	125.3	119.6	119.7
Spectrum, Information Technologies and Telecommunications Sector — Marketplace	60.2	49.4	46.4	46.4
Office of Consumer Affairs — Marketplace	5.6	5.3	4.9	4.9
Competition Bureau — Marketplace	55.8	49.2	47.7	47.7
Canadian Intellectual Property Office (CIPO) — Marketplace — Revolving Fund	(7.7)	1.0	10.0	8.3
Subtotal	250.8	239.3²	238.9	235.2
An Innovative Economy				
Policy Sector — S&T and Innovation	10.5	10.2	9.8	9.8
Industry Sector — S&T and Innovation	19.5	10.0	9.8	9.8
Spectrum, Information Technologies and Telecommunications Sector — S&T and Innovation	2.9	3.0	3.0	3.0
Communications Research Centre Canada — S&T and Innovation	53.1	50.2	47.4	47.3
Technology Partnerships Canada — S&T and Innovation	418.0	331.0	251.9	220.2
Subtotal	504.0	404.4	321.9	290.1
Competitive Industry and Sustainable Communities				
Policy Sector — Economic Development	11.5	11.2	10.8	10.8
Operations Sector — Economic Development	347.7	318.6	238.9	236.4
Industry Sector — Economic Development	83.9	67.7	37.2	37.2
Spectrum, Information Technologies and Telecommunications Sector — Economic Development	59.3	13.5	8.0	8.0
Subtotal	502.4	411.0	294.9	292.4
Budgetary Main Estimates (gross)	1,257.2	1,054.7	855.7	817.7
Competitive Industry and Sustainable Communities				
Industry Sector — Economic Development	0.8	0.8	0.8	0.8
Non-Budgetary Main Estimates (gross)	0.8	0.8	0.8	0.8
Less: Respendable Revenue (net of CIPO) Budgetary	59.6	59.4	59.2	59.2
Total Main Estimates	1,198.4	996.1	797.3	759.3
<i>Adjustments:</i>				
Supplementary Estimates:				
Supplementary Estimates (A)	134.0	—	—	—
Supplementary Estimates (B)	(35.1)	—	—	—

1. Minor differences are due to rounding.

2. 2007–2008 planned spending by strategic outcome in this table corresponds with the gross amount in the table in Section 3.1. The one exception is for the strategic outcome “A Fair, Efficient and Competitive Marketplace,” which excludes the respendable revenue associated with CIPO as follows: \$239.3M + \$139.1M = \$378.5M.

(\$ millions) ¹	Forecast Spending 2006–2007	Planned Spending 2007–2008	Planned Spending 2008–2009	Planned Spending 2009–2010
<i>Post-Budget 2006:</i>				
Maintaining the Effectiveness of the Competition Bureau and the Strength of Competition in Canada	—	7.0	7.0	7.0
Canadian Biotechnology Strategy	—	1.8	—	—
Sustainable Future for Rural and Southeastern Ontario Communities — Eastern Ontario Development Program	—	10.0	—	—
Community Access Program	—	9.9	—	—
Computers for Schools	—	4.4	—	—
Canada Business (formerly Canada Business Service Centres)	—	6.5	—	—
<i>Budget 2006:</i>				
Internal Audit — Treasury Board Vote 10	0.6	1.0	—	—
Funding for Audited Financial Statement	0.4	—	—	—
Support for Toyota Motor Manufacturing Canada Inc.	—	12.7	9.6	—
Business Permits and Licences (BizPaL)	—	3.0	3.0	3.0
Canada Foundation for Innovation — Leaders Opportunity Fund	—	20.0	20.0	20.0
DaimlerChrysler	—	18.0	18.0	—
CANARIE — Canada's Advanced Research Network	—	24.0	24.0	24.0
<i>Budget 2004:</i>				
Protection of Children from Sexual Exploitation on the Internet	—	0.6	0.6	0.6
Pilot Commercialization Fund for University Research	—	10.0	10.0	—
Pilot Commercialization Fund for Federal Labs	—	5.0	5.0	—
Reducing Paperwork Burden for Small Business	—	—	—	1.0
<i>Budget 1999:</i>				
Youth Employment Strategy	—	16.3	19.8	19.8
<i>Other Adjustments:</i>				
Transfer of Aboriginal Business Canada Program (ABC) to Indian and Northern Affairs Canada	—	(49.1)	(49.1)	(49.1)
<i>Budget Funding:</i>				
Capital Carry Forward (December 2006)	—	0.6	—	—
Canada Foundation for Innovation — Leaders Opportunity Fund	—	6.7	6.7	6.7
Pilot Commercialization Fund for University Research	—	0.9	2.4	12.4
Pilot Commercialization Fund for Federal Labs	—	(0.2)	1.0	6.0
Support for Toyota Motor Manufacturing Canada Inc.	—	23.3	(9.6)	—
DaimlerChrysler	—	13.0	(3.0)	—
Total Adjustments	99.8	144.3	71.9	51.3
Total Planned Spending	1,298.2	1,140.4	869.1	810.6
Total Planned Spending	1,298.2	1,140.4	869.1	810.6
Less: Non-Respendable Revenue	(421.0)	(456.3)	(520.2)	(504.4)
Plus: Cost of Services Received Without Charge	79.7	78.2	75.6	76.1
Total Departmental Spending	956.9	762.3	424.5	382.3
Full-Time Equivalents	6,076	6,055	6,050	6,034

1. Minor differences are due to rounding.

Note: Table 1 provides information on Industry Canada's planned spending and full-time equivalents (FTEs) for the next three fiscal years. Forecasted spending for 2006–2007 is also provided for illustrative purposes. As can be seen in the table, it is expected that planned spending will decrease in 2007–2008 and subsequent years, as compared with 2006–2007. In particular, the projected net decrease of \$194.6 million in 2007–2008 from 2006–2007 is mainly due to sunsetting of funding for various initiatives as well as savings from the Expenditure Review Committee. The projected decrease in capital expenditures is mainly due to sunsetting of funding but is partly offset by internal transfers from the Operating Vote.

Table 2: Voted and Statutory Items Listed in Main Estimates

		2007–2008 (\$ millions) ¹	
Voted or Statutory Item	Truncated Vote or Statutory Wording	2007–2008 Main Estimates	2006–2007 Main Estimates
1	Operating expenditures	345.3	420.9
5	Capital expenditures	9.0	12.9
10	Grants and contributions	488.3	607.1
(S)	Minister of Industry salary and motor car allowance	0.1	0.1
(S)	Insurance payments under the Enterprise Development Regional Development Program	0.0	10.0
(S)	Canadian Intellectual Property Office Revolving Fund	1.0	(7.7)
(S)	Liabilities under the <i>Small Business Loans Act</i>	1.8	4.0
(S)	Liabilities under the <i>Canada Small Business Financing Act</i>	92.0	89.5
(S)	Contributions to employee benefit plans	57.8	60.8
Total Budgetary		995.3	1,197.6
L15	Payments pursuant to Subsection 14(2) of the <i>Department of Industry Act</i>	0.3	0.3
L20	Loans pursuant to Paragraph 14(1)(a) of the <i>Department of Industry Act</i>	0.5	0.5
Total Non-Budgetary		0.8	0.8
Total Department		996.1	1,198.4

1. Minor differences are due to rounding.

Note: The overall decrease of \$202 million in 2007–2008 compared to 2006–2007 Main Estimates is mainly due to the sunsetting of funding for various initiatives as well as savings from the Expenditure Review Committee. The decrease in capital expenditures is mainly due to the sunsetting of funding but is partly offset by internal transfers from the Operating Vote.

Table 3: Services Received Without Charge

2007–2008		Total
(\$ millions) ¹		
Accommodation provided by Public Works and Government Services Canada (PWGSC)		51.5
Contributions covering employer's share of employees' insurance premiums and expenditures paid by Treasury Board of Canada Secretariat (excluding revolving funds)		21.9
Workers' compensation coverage provided by Human Resources and Social Development Canada		0.4
Salary and associated expenditures of legal services provided by the Department of Justice Canada		4.5
Total 2007–2008 Services Received Without Charge		78.2

1. Minor differences are due to rounding.

Table 4: Summary of Capital Spending by Program Activity

(\$ millions) ¹	Forecast Spending 2006–2007	Planned Spending 2007–2008	Planned Spending 2008–2009	Planned Spending 2009–2010
A Fair, Efficient and Competitive Marketplace				
Policy Sector — Marketplace	0.2	0.0	0.0	0.0
Operations Sector — Marketplace	2.8	1.6	0.8	0.7
Spectrum, Information Technologies and Telecommunications Sector — Marketplace	9.2	4.3	0.1	0.1
Office of Consumer Affairs — Marketplace	0.1	0.0	0.0	0.0
Competition Bureau — Marketplace	2.7	1.7	1.8	0.8
Subtotal	15.1	7.6	2.7	1.6
An Innovative Economy				
Policy Sector — S&T and Innovation	0.1	0.0	0.0	0.0
Industry Sector — S&T and Innovation	0.1	0.0	0.0	0.0
Communications Research Centre Canada — S&T and Innovation	7.6	0.4	0.4	0.4
Technology Partnerships Canada — S&T and Innovation — Special Operating Agency	4.0	0.7	0.4	0.4
Subtotal	11.9	1.1	0.7	0.7
Competitive Industry and Sustainable Communities				
Policy Sector — Economic Development	0.1	0.0	0.0	0.0
Operations Sector — Economic Development	3.4	0.7	0.4	0.4
Industry Sector — Economic Development	0.9	0.1	0.1	0.1
Spectrum, Information Technologies and Telecommunications Sector — Economic Development	0.3	0.0	0.0	0.0
Subtotal	4.7	0.9	0.6	0.6
Total	31.6	9.6	4.0	2.9

1. Minor differences are due to rounding.

Table 5: Loans, Investments and Advances (Non-Budgetary)

(\$ millions) ¹	Forecast Spending 2006–2007	Planned Spending 2007–2008	Planned Spending 2008–2009	Planned Spending 2009–2010
Competitive Industry and Sustainable Communities				
Industry Sector — Economic Development				
Payments Pursuant to Subsection 14(2) of the <i>Department of Industry Act</i>	0.3	0.3	0.3	0.3
Loans Pursuant to Paragraph 14(1)(a) of the <i>Department of Industry Act</i>	0.5	0.5	0.5	0.5
Total	0.8	0.8	0.8	0.8

1. Minor differences are due to rounding.

Table 6: Sources of Respendable and Non-Respendable Revenue**Respendable Revenue**

(\$ millions) ¹	Forecast Revenue 2006–2007	Planned Revenue 2007–2008	Planned Revenue 2008–2009	Planned Revenue 2009–2010
A Fair, Efficient and Competitive Marketplace				
Operations Sector — Marketplace				
Bankruptcy and Insolvency Administration	31.9	31.9	31.9	31.9
Corporations Regulation	8.6	8.4	8.1	8.1
Competition Bureau — Marketplace				
Competition Law and Policy	10.5	10.5	10.5	10.5
Canadian Intellectual Property Office (CIPO) — Marketplace — Revolving Fund	133.7	139.1	135.1	135.8
Subtotal	184.7	189.9	185.6	186.3
An Innovative Economy				
Communications Research Centre Canada				
Communications Research	8.7	8.7	8.7	8.7
Subtotal	8.7	8.7	8.7	8.7
Total Respendable Revenue	193.4	198.5	194.3	195.0

Non-Respendable Revenue

(\$ millions) ¹	Forecast Revenue 2006–2007	Planned Revenue 2007–2008	Planned Revenue 2008–2009	Planned Revenue 2009–2010
A Fair, Efficient and Competitive Marketplace				
Operations Sector — Marketplace				
Bankruptcy and Insolvency Supervision	3.3	4.1	5.6	7.6
Corporations Regulation (including NUANS®)	1.9	2.8	3.1	3.1
Trade Measurement Regulation	1.8	1.6	1.6	1.6
Consumer Labelling and Advertising Regulation	0.1	0.1	0.1	0.1
SITT Sector — Marketplace ²	216.8	210.9	210.8	210.7
Subtotal	223.9	219.6	221.3	223.2
An Innovative Economy				
Communications Research Centre Canada				
Communications Research	1.5	1.5	1.5	1.5
Technology Partnerships Canada — Special Operating Agency				
Receipts from Repayable Contributions	76.7	101.8	168.5	154.7
Subtotal	78.2	103.3	170.0	156.2
Competitive Industry and Sustainable Communities				
Operations Sector — Economic Development				
SBLA/CSBFA Service Fees	59.9	59.3	58.5	58.0
Receipts from Repayable Contributions	11.4	12.0	4.7	4.4
Return on Investment	14.8	21.0	21.0	20.9
Industry Sector — Economic Development				
Receipts from Repayable Contributions	32.8	41.1	44.8	41.8
Subtotal	118.9	133.5	129.0	125.1
Total Non-Respendable Revenue	421.0	456.3	520.2	504.4
Total Respendable and Non-Respendable Revenue	614.4	654.9	714.5	699.4

1. Minor differences are due to rounding.

2. Excludes "Deferred Spectrum Auction Revenues" received in prior years.

Table 7: Canadian Intellectual Property Office (CIPO) Revolving Fund**Statement of Operations**

(\$ millions) ¹	Forecast 2006–2007	Planned 2007–2008	Planned 2008–2009	Planned 2009–2010
Responsible Revenue	129.3	140.8	146.7	147.0
Expenses				
Operating:				
Salaries and employee benefits	87.5	94.9	99.4	99.1
Depreciation	15.1	8.8	7.8	8.9
Repairs and maintenance	1.1	1.2	1.2	1.3
Administrative and support services	21.0	25.9	26.3	25.4
Utilities, materials and supplies	10.9	11.0	11.0	11.1
Marketing				
Interest				
Total Expenses	135.6	141.8	145.7	145.8
Subtotal Surplus (Deficit)	(6.3)	(1.0)	1.0	1.2
Deferred capital assistance	6.4	1.6	0.0	0.0
Surplus (Deficit)	0.1	0.6	1.0	1.2

Statement of Cash Flows

(\$ millions) ¹	Forecast 2006–2007	Planned 2007–2008	Planned 2008–2009	Planned 2009–2010
Surplus (Deficit)	0.1	0.6	1.0	1.2
Add Non-Cash Items:				
Depreciation/amortization	15.1	8.8	7.8	8.9
Deferred capital assistance	(6.4)	(1.6)	0.0	0.0
Investing Activities:				
Acquisition of depreciable assets	(6.0)	(8.0)	(8.0)	(8.0)
Changes in short- and long-term assets/liabilities	4.9	(0.9)	(10.8)	(10.4)
Cash Surplus (Requirement)²	7.7	-1.1	-10.0	-8.3

Projected Use of Authority

(\$ millions) ¹	Forecast 2006–2007	Planned 2007–2008	Planned 2008–2009	Planned 2009–2010
Authority	5.0	5.0	5.0	5.0
Drawdown:				
Balance as at April 1	122.8	80.5	79.4	69.4
One-time reduction (excess reserve) ³	(50.0)	—	—	—
Projected surplus (drawdown)	7.7	(1.1)	(10.0)	(8.3)
	80.5	79.4	69.4	61.1
Projected Balance at March 31	85.5	84.4	74.4	66.1

1. Minor differences are due to rounding.

2. The cash requirement relates to the decrease of deferred revenues attributable to services rendered in the planning years that were already paid for in previous years when the services were requested.

3. From budget cuts on September 25, 2006.

Table 8: Resource Requirement by Branch or Sector

2007–2008				
(\$ millions) ¹	A Fair, Efficient and Competitive Marketplace	An Innovative Economy	Competitive Industry and Sustainable Communities	Total Planned Spending
Policy Sector	9.1	52.6	11.2	72.9
Operations Sector	91.7	—	282.7	374.4
Industry Sector	—	11.8	68.6	80.3
Spectrum, Information Technologies and Telecommunications Sector	50.1	27.0	44.7	121.8
Communications Research Centre Canada	—	41.5	—	41.5
Technology Partnerships Canada — Special Operating Agency	—	397.3	—	397.3
Office of Consumer Affairs	5.3	—	—	5.3
Competition Bureau	45.7	—	—	45.7
Canadian Intellectual Property Office (CIPO) Revolving Fund	1.0	—	—	1.0
Total	203.0	530.2	407.2	1,140.4

1. Minor differences are due to rounding.

Table 9: User Fees

Competition Bureau
<p>Name of User Fee Written Opinions (Fee Amendment)</p>
<p>Fee Type: Goods and Services</p> <p>Fee-Setting Authority: <i>Department of Industry Act</i>, Competition Bureau Fee and Service Standards Policy</p> <p>Reason for Fee Introduction or Amendment: The fees for Written Opinion requests related to sections 55 and 55.1 (Multi-level Marketing and Pyramid Selling) and 74.01(1)(b) (Representations not based on adequate and proper test) may no longer be appropriate.</p> <p>Effective Date of Planned Change: The change would take effect late in fiscal year 2007–2008.</p> <p>Consultation and Review Process Planned: There is a consultation forum planned for spring 2007.</p>
SITT — Spectrum/Telecom Program
<p>Name of User Fee Spectrum Licence Fees for Broadband Public Safety (4940–4990 MHz) (New Fee)</p>
<p>Fee Type: Regulatory</p> <p>Fee-Setting Authority: <i>Radiocommunication Act</i>, <i>Department of Industry Act</i>, <i>Financial Administration Act</i></p> <p>Reason for Fee Introduction or Amendment: Public safety agencies will have access to dedicated broadband spectrum in the 4940–4990 MHz frequency band for public safety communications and the implementation of advanced services.</p> <p>Effective Date of Planned Change: The fee is anticipated to be introduced in late 2007–2008.</p> <p>Consultation and Review Process Planned: Two public consultations have been completed. It is anticipated that the proposed fee will be reviewed by Parliament under the <i>User Fees Act</i> in late 2006–2007.</p>
<p>Name of User Fee Fixed and Broadcast Satellite Licences (Fee Amendment)</p>
<p>Fee Type: Regulatory</p> <p>Fee-Setting Authority: <i>Radiocommunication Act</i>, <i>Department of Industry Act</i>, <i>Financial Administration Act</i></p> <p>Reason for Fee Introduction or Amendment: Amended fees will aim at recovering a fair value for the use of the orbital and spectrum resources.</p> <p>Effective Date of Planned Change: In light of the <i>User Fees Act</i>, the original implementation date has been delayed. It is anticipated that the resulting fee regime will take effect in 2008.</p> <p>Consultation and Review Process Planned: The consultation process has been delayed, as more market analysis needs to be done.</p>
<p>Name of User Fee Spectrum Licence Fees for Authorizing an Ancillary Terrestrial Component (ATC) in the Mobile Satellite Service (MSS) (New Fee)</p>
<p>Fee Type: Regulatory</p> <p>Fee-Setting Authority: <i>Radiocommunication Act</i>, <i>Department of Industry Act</i>, <i>Financial Administration Act</i></p> <p>Reason for Fee Introduction or Amendment: A spectrum licence fee will be established for a new service that will be introduced.</p> <p>Effective Date of Planned Change: Fees are anticipated to be introduced in 2008–2009.</p> <p>Consultation and Review Process Planned: The consultation process is expected to begin in 2007–2008.</p>

Table 10: Industry Canada’s Regulatory Plan

Regulatory Initiative	
Insolvency Law Reform (<i>Bankruptcy and Insolvency Act</i> and <i>Companies’ Creditors Arrangements Act</i>)	
Regulations	Expected Results
<p>Bill C-55, <i>An Act to establish the Wage Earner Protection Program Act, to amend the Bankruptcy and Insolvency Act and the Companies’ Creditors Arrangement Act and to make consequential amendments to other Acts</i> (now Chapter 47 of the Statutes of Canada, 2005 (c.47)) received royal assent in November 2005. The expedited legislative process pursuant to which c.47 received royal assent resulted in flaws that must be addressed prior to coming into force.</p> <p>The Department has identified the necessary technical amendments to correct the flaws.</p>	<p>The Department will propose technical amendments to correct the flaws. If a bill is introduced, the Department would act as a witness during Committee hearings and to support the Committees during their review of the amending legislation.</p>
Regulatory Initiative	
Statutory Review of the <i>Canada Business Corporations Act</i>	
Regulations	Expected Results
<p>In 2001, Bill S-11, which reformed and updated the <i>Canada Business Corporations Act</i> (CBCA), was amended during third reading in the Senate to mandate a review of the CBCA by a Parliamentary Committee within five years of it coming into force. The five-year anniversary date was on November 24, 2006.</p>	<p>Following the review by the Parliamentary Committee, the Department would assist the Committee in any way the Committee deems appropriate.</p>
Regulatory Initiative	
Statutorily Mandated Review of Canada’s Access to Medicines Regime (CAMR)	
Regulations	Expected Results
<p>The Department will proceed with the statutorily mandated review of the provisions in the <i>Patent Act</i> relating to Canada’s Access to Medicines Regime (CAMR).</p>	<p>The review will examine whether and how CAMR can better deliver on Canada’s commitment to facilitating access to medicines in the developing world, while meeting its international trade obligations and respecting the integrity of the domestic patent system.</p>
Regulatory Initiative	
Olympics Bill	
Regulations	Expected Results
<p>The Department will examine the possibility of legislation to provide additional protection for Olympic marks and symbols, in the context of the 2010 Olympic and Paralympic Winter Games in Vancouver.</p>	<p>Such legislation would help protect Olympic brands and so contribute to the financial success of the Games.</p>

Table 11: Details on Project Spending

(\$ millions)	Current Estimated Total Cost	Forecast Spending to March 31, 2007	Planned Spending 2007–2008	Planned Spending 2008–2009	Planned Spending 2009–2010	Future Year Spending Requirement
An Innovative Economy						
Communications Research Centre Canada						
Canada Laboratory for Photonic Components and Systems Research, construction phase beginning March 2005	7.8	7.8	0.0	0.0	—	—
Total	7.8	7.8	0.0	0.0	—	—

Table 12: Details on Industry Canada's Transfer Payment Programs

The following is a list by strategic outcome of Industry Canada's transfer payment programs with transfers in excess of \$5 million. Further information on each of the programs listed below, including the purpose and expected results, can be found at www.tbs-sct.gc.ca/est-pre/estime.asp.

A Fair, Efficient and Competitive Marketplace

- International Telecommunication Union, Switzerland

An Innovative Economy

- Pilot Commercialization Fund for University Research
- h2 Early Adopters Program
- Program for Strategic Industrial Projects
- Technology Partnerships Canada — Research and Development Program

Competitive Industry and Sustainable Communities

- Aboriginal Business Canada
- Canada-Ontario Infrastructure Program
- Canadian Apparel and Textile Industries Program
- Community Access Program
- FedNor — Community Futures Program
- FedNor — Eastern Ontario Development Program
- FedNor — Northern Ontario Development Program
- Structured Financing Facility

Details on Other Programs

- Canada Small Business Financing Program

Table 13: Industry Canada Conditional Grants (Foundations)

Industry Canada is responsible for administering funding agreements with the following foundations. Further information on these foundations can be found at www.tbs-sct.gc.ca/est-pre/estime.asp.

An Innovative Economy

- Canada Foundation for Innovation
- Canadian Institute for Advanced Research
- CANARIE — CA*net 5
- Council of Canadian Academies
- Genome Canada
- Pierre Elliott Trudeau Foundation
- Precarn Incorporated, Phase 4

Competitive Industry and Sustainable Communities

- Canadian Youth Business Foundation

Table 14: Horizontal Initiatives

Industry Canada is involved in a number of horizontal initiatives, working in partnership with other federal departments, other levels of government, non-governmental organizations and private sector organizations. Industry Canada's involvement in these initiatives contributes to the Department's achievement of its strategic outcomes.

Industry Canada is the lead for the following significant horizontal initiatives. More detailed information can be found on the Treasury Board of Canada Secretariat Horizontal Results Database website at www.tbs-sct.gc.ca/rma/eppi-ibdrp/hr-rh_e.asp.

- Canadian Biotechnology Strategy
- Canada Business Network

Table 15: Sustainable Development Strategy (SDS)

SDS Departmental Goals		
1) Sustainability-driven technologies and commercialization 2) Sustainability tools, practices, research and awareness 3) Sustainability practices and operations within Industry Canada		
Federal Sustainable Development Goal, Including Greening Government Operations Goals (if applicable)	Performance Measure From Current SDS	Department's Expected Results for 2007–2008
Reduce greenhouse gas (GHG) emissions	Number of new renewable energy technologies commercialized/diffused Number of SMEs that have: <ul style="list-style-type: none"> • adopted ISO 14001 • produced sustainability reports Level of GHG emissions and building energy consumption, increased fuel efficiency of vehicle fleet and reduced costs, collection of recycled products, and fewer products sent to landfill	Hydrogen and hydrogen-compatible technologies accepted and adopted Enhanced competitiveness and efficiency of SMEs due to an increased uptake of environmental practices Reduced energy consumption, reduced material sent to landfill, increased use of recycled material and reduced use of consumables
Clean air for people to breathe and ecosystems to function well	Number of new manufacturing facilities in renewable energy sector Number of lean manufacturing workshops, outreach activities and business success stories related to sustainable manufacturing	Broadened economic development in renewable energy sector in Canada and in Canadian firms that have an established presence in international markets Increased number of Canadian firms implementing sustainable manufacturing practices
Strengthened federal governance and decision making to support sustainable development	Number of satisfied users with renewed Strategic Environmental Assessment approach Number of branches within Industry Canada that are integrating sustainability into their planning practices Number of Industry Canada participants in sustainable development courses and seminars	Fulfillment of Industry Canada administrative and operational obligations required by the Cabinet Directive Sustainable development is integrated into Industry Canada's PAA (RPP/DPR) Increased capacity within Industry Canada to fully integrate sustainable development into all programs, policies and plans

Table 16: Internal Audits and Evaluations

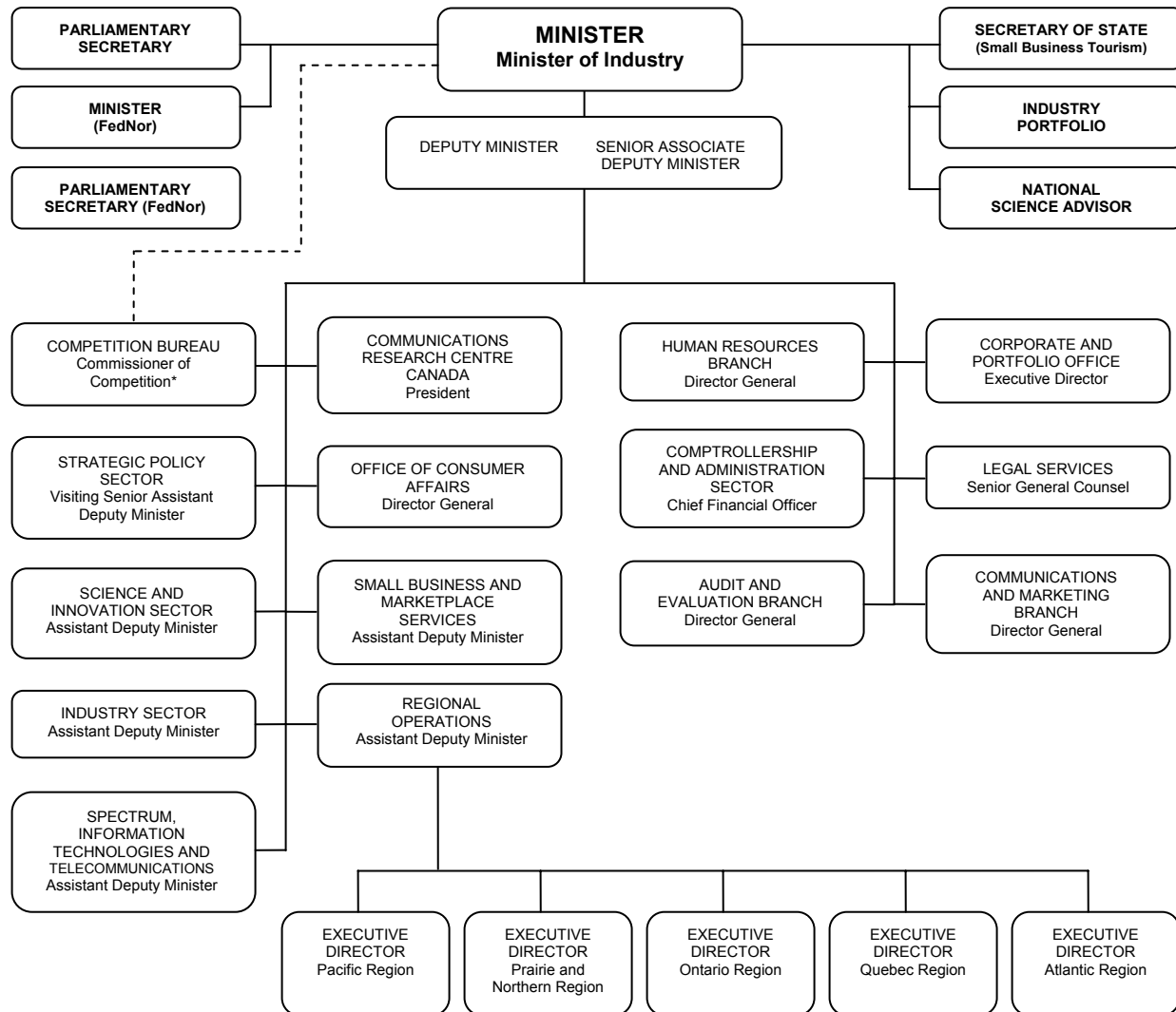
Name of Internal Audit/ Evaluation	Audit/Evaluation Type	Status	Expected Completion Date	Electronic Link to Report
Audits				
Corporate Planning/Resource Allocation — Fundamental Governance Elements	Management Control Framework	Planned for Q.2 2007	Q.4 2008	N/A
Structured Financing Facilities	Transfer Payment	Planned for Q.3 2007	Q.4 2008	N/A
Apparel and Textiles Program	Transfer Payment Compliance Audit	Planned for Q.1 2007	Q.2 2007	N/A
Revenue Management	Management Control Framework and Compliance	Planned for Q.1 2007	Q.3 2007	N/A
Competition Bureau	Management Control Framework	Planned for Q.3 2007	Q.4 2008	N/A
Communications	Management Control Framework	Planned for Q.1 2007	Q.3 2007	N/A
Integrated Financial and Management System	Management Control Framework	Planned for Q.2 2007	Q.4 2008	N/A
Corporations Canada	Management Control Framework	Planned for Q.4 2008	Q.4 2008	N/A
Follow-Up Audits to Assess Implementation of Recommendations				
Audit of the Management Control Framework — Spectrum Telecommunications Program		Planned for Q.2 2007	Q.3 2007	N/A
Audit of the Management Control Framework — Canadian Intellectual Property Office		Planned for Q.2 2007	Q.3 2007	N/A
Audit of Selected Business Processes within Measurement		Planned for Q.3 2007	Q.4 2008	N/A
Audit of Comptrollership Communication Research Centre Building Systems		Planned for Q.2 2007	Q.3 2007	N/A
Audit of Business Continuity Planning		Planned for Q.3 2007	Q.4 2008	N/A
Audit of the Hydrogen Early Adopters Program		Planned for Q.2 2007	Q.2 2007	N/A
Audit of the Information Technology Security		Planned for Q.4 2008	Q.4 2008	N/A
Evaluations				
Sustainable Development Strategy IV	Formative	Planned for Q.1 2007	Q.3 2007	N/A
Francommunautés virtuelles	Summative	Planned for Q.3 2007	Q.4 2008	N/A
FedNor — Northern Ontario Development Program	Formative	Planned for Q.3 2007	Q.4 2008	N/A
FedNor — Eastern Ontario Development Program	Summative	Planned for Q.1 2007	Q.3 2007	N/A
Community Futures Program	Summative	Planned for Q.1 2007	Q.4 2008	N/A
Student Connection Program	Summative	Planned for Q.4 2008	Q.4 2009	N/A
Cartel Provisions of the <i>Competition Act</i>	Formative	Planned for Q.1 2007	Q.3 2007	N/A

Section 4: Other Items of Interest

4.1 Organizational Information

Organizational Chart

Industry Canada's organizational chart illustrates the Department's accountability structure.



Organizational Changes within Industry Canada

The Department's organizational chart shown above reflects a number of recent organizational changes which are outlined in further detail below. It is important to note that the 2007–2008 RPP does not reflect this new organizational structure. As was explained in Section 1.3 of this document, the RPP is based on the Department's Program Activity Architecture. Given the timing of many of these changes, they were not reflected in the 2007–2008 PAA and therefore are also not reflected in the 2007–2008 RPP.

The organizational changes include the following:

- **Policy Sector:** The previous Policy Sector has been reshaped to create a more focused **Strategic Policy** group, and a new **Science and Innovation** group which will better focus on innovation policy in its broadest sense.
- **Operations Sector:** The previous Operations Sector has been split into the **Small Business and Marketplace Services Sector** and the **Regional Operations Sector** following a realignment of Industry Canada's operational agenda.

Machinery of Government Changes

The following recent machinery of government changes have impacted Industry Canada:

Aboriginal Business Canada (ABC) — ABC was transferred from Industry Canada to Indian and Northern Affairs Canada as of December 2006. Given that this change occurred late in the fiscal year, the Main Estimates for 2007–2008 do not reflect the transfer. For this reason, the financial and human resources related to ABC are included in Industry Canada's 2007–2008 RPP. The transfer will be reflected in the 2007–2008 Supplementary Estimates and the 2008–2009 Annual Reference Level Update.

National Science Advisor (NSA) — The NSA was transferred from the Privy Council Office to Industry Canada as of May 2006. Due to the timing of this transfer, the NSA was not reflected in the 2007–2008 Program Activity Architecture on which this RPP is based. In the interim, the financial and human resources associated with the NSA are included with Corporate Services, and the resources are divided across all programs and services.

Secretary of State (Small Business and Tourism) — On January 4, 2007 the Secretary of State (Small Business and Tourism) was appointed. The Secretary of State will be responsible for small business and tourism, including outreach to key stakeholders and business associations such as the Canadian Federation of Independent Business and the Tourism Industry Association of Canada. Industry Canada will support the Secretary of State in his endeavours to address key priorities pertaining to small business and tourism.

Appendix

This appendix provides information on each of the sub-program and sub-sub-program activities identified in Industry Canada's Program Activity Architecture. Activities are listed by the program activity and strategic outcome to which they contribute. Information on these program activities and the departmental strategic outcomes is provided in sections 1 and 2 of this document. By working to achieve the expected results for these activities, Industry Canada makes progress toward achieving results at the program activity and strategic outcome levels, and therefore toward fulfilling its mandate. The expected results and indicators represent a preliminary attempt at demonstrating how Industry Canada will measure its performance.

Strategic Outcome

A fair, efficient and competitive marketplace

Program Activity: Policy Sector — Marketplace

Sub-Program Activity: Marketplace Framework Policy Branch

Development of legislative and/or regulatory policies pertaining to corporate insolvency and intellectual property to ensure that the marketplace framework laws are responsive to market needs

Expected Result	Performance Indicator
<ul style="list-style-type: none"> ▪ Development of policy to support legislative and regulatory initiatives 	<ul style="list-style-type: none"> ▪ Reports and consultation papers published

Sub-Program Activity: Strategic Policy Branch

Development of strategic policy frameworks for the marketplace

Expected Result	Performance Indicator
<ul style="list-style-type: none"> ▪ Integration of departmental and governmental objectives into the development of marketplace policies 	<ul style="list-style-type: none"> ▪ Number of unique marketplace items reviewed by the Director General Policy Committee

Sub-Program Activity: Microeconomic Policy Analysis Branch (MEPA)

Microeconomic analysis in support of marketplace policy development

Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ High-quality microeconomic research and analysis of significant policy issues as input to policy development 	<ul style="list-style-type: none"> ▪ Number of: <ul style="list-style-type: none"> – papers presented at conferences, seminars and round tables – conferences, round tables and seminars organized (and number of attendees) – research publications and reports – current analysis publications and reports – citations of MEPA's publications – presentations at the Director General Policy Committee and the Economic Research Advisory Committee – hits and downloads for MEPA on Strategis

Sub-Program Activity: Small Business Policy Branch	
Research, analysis and action on regulatory compliance issues affecting SMEs	
Expected Results	Performance Indicators
<ul style="list-style-type: none"> ▪ Immediate: <ul style="list-style-type: none"> ▪ Established benchmark for tracking progress in paperwork burden reduction ▪ Identification of practical solutions for implementation to reduce paperwork burden for small business ▪ Long term: <ul style="list-style-type: none"> ▪ Reductions in the cost of regulatory compliance facing small businesses 	<ul style="list-style-type: none"> ▪ Immediate: <ul style="list-style-type: none"> ▪ Established measure for the dollar cost of paperwork burden for small and medium-sized businesses by employment size of firm ▪ Dedicated resources to implement identified paperwork burden reduction solutions ▪ Long term: <ul style="list-style-type: none"> ▪ Dollar cost of paperwork burden for small and medium-sized businesses and the number of businesses affected by implemented paperwork burden reduction solutions

Sub-Program Activity: International and Intergovernmental Affairs Branch	
Intergovernmental negotiation to reduce or eliminate barriers to the free movement of persons, goods, services and investments within Canada and to establish an open, efficient and stable domestic market	
Expected Result	Performance Indicator
<ul style="list-style-type: none"> ▪ Engaging with the provinces/territories to remove internal trade barriers 	<ul style="list-style-type: none"> ▪ Results of annual ministerial meeting and number of meetings of federal/provincial/territorial officials

Program Activity: Operations Sector — Marketplace

Sub-Program Activity: Regional Operations — Spectrum	
Compliance with spectrum regulations through licensing and enforcement	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Access to radio frequency spectrum and timely response to client requests 	<ul style="list-style-type: none"> ▪ Applications processed and performance against client service standards ▪ Degree of client satisfaction

Sub-Program Activity: Measurement Canada (Special Operating Agency)	
Integrity and accuracy of measurement in Canada	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Integrity and accuracy of measurement in Canada 	<ul style="list-style-type: none"> ▪ Year-over-year growth in number of service providers authorized by Measurement Canada to certify measurement systems ▪ Year-over-year growth in the proportion of measurement system inspections performed by authorized service providers

Sub-Program Activity: Office of the Superintendent of Bankruptcy Canada	
Integrity of the insolvency system through supervision of the administration of all estates to which the <i>Bankruptcy and Insolvency Act</i> applies	
Expected Results	Performance Indicators
<ul style="list-style-type: none"> ▪ The integrity of the bankruptcy and insolvency system is protected ▪ Efficiency of the insolvency process 	<ul style="list-style-type: none"> ▪ Level of trustee compliance ▪ Percentage of consumer bankruptcies and proposals filed electronically ▪ Percentage of trustees using the e-filing system

Sub-Program Activity: Corporations Canada	
Administration of corporate laws and related acts, and duties of the Office of the Registrar General of Canada	
Expected Results	Performance Indicators
<ul style="list-style-type: none"> ▪ Improved compliance with corporate laws and regulations ▪ Improved ease of use and timeliness of access to incorporation services and information ▪ High level of key services delivered electronically 	<ul style="list-style-type: none"> ▪ Percentage of corporations that comply with statutory requirements ▪ Level of Corporations Canada's service standards achieved ▪ Percentage of transactions completed online for key services

Program Activity: Spectrum, Information Technologies and Telecommunications Sector — Marketplace

Sub-Program Activity: Spectrum/Telecom Program	
Facilitation of the development and use of world-class information and telecommunications technologies and services while maintaining and promoting a fair, efficient and competitive communications marketplace	
Expected Results	Performance Indicators
<ul style="list-style-type: none"> ▪ Canadian interests and requirements pertaining to radiocommunications and telecommunications are reflected in international agreements and standards ▪ Policies, regulations, standards and procedures are in place to enable the introduction of new radiocommunications/telecommunications technologies and services and promote the competitive development of the industry ▪ Availability of communications and information technologies infrastructure to Canadians during times of emergency 	<ul style="list-style-type: none"> ▪ Degree of client satisfaction with the way Canadian interests and requirements are reflected in international agreements and standards ▪ Signing of agreements and establishment of standards ▪ Development of policies, regulations, standards procedures ▪ New services introduced in the marketplace ▪ Assessments of the status of competition in the Canadian telecommunications markets ▪ Readiness of telecommunications services during emergency exercises

Sub-Program Activity: Electronic Commerce Branch	
Development of regulations and policies to promote e-business development and growth in Canada and strategies to encourage e-business adoption and use among Canadian businesses through analysis and measurement	
Expected Results	Performance Indicators
<ul style="list-style-type: none"> ▪ Increased awareness and use of e-commerce and e-business tools by Canadian industry ▪ Up-to-date policies, legislation and regulations, enabling the development and growth of Canadian industries in e-business/e-economy, both domestically and abroad 	<ul style="list-style-type: none"> ▪ Assessment of Canada's e-business and e-commerce performance through surveys and formal economic analysis and reports ▪ New or updated legislation, policies, regulations shaping the Canadian e-economy and supporting the development of international frameworks consistent with Canadian interests

Program Activity: Office of Consumer Affairs (OCA)

Sub-Program Activity: Consumer Policy	
Policy development, intergovernmental collaboration and the development of non-regulatory instruments for consumer protection	
Expected Results	Performance Indicators
<ul style="list-style-type: none"> ▪ Strengthened consumer research ▪ Strengthened intergovernmental collaboration ▪ Developed or strengthened non-regulatory instruments 	<ul style="list-style-type: none"> ▪ Consumer policy research projects developed with the active engagement of the OCA ▪ Intergovernmental collaborative projects developed with the active engagement of the OCA ▪ Codes, guides, guidelines, standards and other non-regulatory instruments ▪ Indications of usage of such non-regulatory instruments (where available)

Sub-Program Activity: Consumer Information and Coordination	
Dissemination of consumer information products and services, and strengthened capacity building for the consumer voluntary sector	
Expected Results	Performance Indicators
<ul style="list-style-type: none"> ▪ Improved access to consumer information provided by government ▪ Improved capacity of consumer groups 	<ul style="list-style-type: none"> ▪ Take-up of Office of Consumer Affairs online consumer information products and services ▪ Client satisfaction ▪ Research project proposals funded under the Contributions Program for Non-Profit Consumer and Voluntary Organizations, and project report distribution (where available) ▪ Number of development project proposals funded under the Contributions Program for Non-Profit Consumer and Voluntary Organizations, and project follow-up (where available)

Program Activity: Competition Bureau — Marketplace

Sub-Program Activity: Enforcement With Respect to Competition	
Expected Result	Performance Indicator
<ul style="list-style-type: none"> Companies/individuals cease their anti-competitive conduct following enforcement interventions (specific deterrence) 	<ul style="list-style-type: none"> Level of recidivism or relapse into anti-competitive behaviour

Sub-Program Activity: Framework Policy and Advocacy With Respect to Competition	
Expected Result	Performance Indicator
<ul style="list-style-type: none"> Increased stakeholder awareness of rights and obligations as set out in legislation under the Competition Bureau's jurisdiction 	<ul style="list-style-type: none"> Level of awareness of rights and obligations as set out in legislation under the Competition Bureau's jurisdiction (as measured by a survey)

Sub-Program Activity: Services With Respect to Competition	
Expected Result	Performance Indicator
<ul style="list-style-type: none"> Businesses and consumers are provided with timely services 	<ul style="list-style-type: none"> Percentage of service standards met

Program Activity: Canadian Intellectual Property Office — Revolving Fund

No sub-program activities or sub-sub-program activities have been identified. Therefore, the lowest reporting level is the program activity level.

Strategic Outcome
An innovative economy

Program Activity: Policy Sector — S&T and Innovation

Sub-Program Activity: Advisory Council on Science and Technology (ACST) Secretariat	
Provision of secretariat services to the Advisory Council on Science and Technology	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Provide the government's Advisory Council on Science and Technology with quality research and support services 	<ul style="list-style-type: none"> ▪ Number of recommendations made to the Minister of Industry and to the Prime Minister on issues related to science, technology, innovation and commercialization policies ▪ Number of ACST meetings and consultation events (round tables, meetings, focus groups) ▪ Number of web-based requests for reports and background papers

Sub-Program Activity: Strategic Policy Branch	
Development of strategic policy frameworks to improve Canada's science and technology and commercialization environment	
Expected Result	Performance Indicator
<ul style="list-style-type: none"> ▪ Integration of departmental and governmental objectives into the development of innovation policies 	<ul style="list-style-type: none"> ▪ Number of unique innovation items reviewed by the Director General Policy Committee

Sub-Program Activity: Microeconomic Policy Analysis Branch (MEPA)	
Microeconomic analysis in support of science and technology policy development	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ High-quality microeconomic research and analysis on significant policy issues as input to policy development 	<ul style="list-style-type: none"> ▪ Number of: <ul style="list-style-type: none"> – papers presented at conferences, seminars and round tables – conferences, round tables and seminars organized (and number of attendees) – research publications and reports – current analysis publications and reports – citations of MEPA's publications – presentations at the Director General Policy Committee and the Economic Research Advisory Committee – hits and downloads for MEPA on Strategis

Sub-Program Activity: Innovation Policy Branch	
Development of science, technology and innovation policies that enhance Canada's innovation capacity through promotion of investments in R&D infrastructure and skills development, and by ensuring the technology adoption capacity of the marketplace	
Expected Result	Performance Indicator
<ul style="list-style-type: none"> Promotion of investment in R&D infrastructure and skills development, and promotion of the development of policies and programs supporting R&D, innovation and commercialization in the private sector 	<ul style="list-style-type: none"> Reports and consultation papers published, and Memoranda to Cabinet, policy documents, statistical reports, consultation papers and Treasury Board submissions
Sub-Sub-Program Activity: Canadian Institute for Advanced Research (CIAR)	
To bring together world-class researchers to tackle significant issues confronting Canadian society and challenging our understanding of the natural world	
Expected Result	Performance Indicator
<ul style="list-style-type: none"> Multidisciplinary teams of researchers are able to collaborate to push forward the frontiers of knowledge 	<ul style="list-style-type: none"> Amount of national and international recognition and number of awards provided to those researchers involved with CIAR
Sub-Sub-Program Activity: Pierre Elliott Trudeau Foundation	
To support research and the dissemination of research findings in the following fields of study in the humanities and human sciences: Canadian studies, history, international relations, journalism, law, peace and conflict studies, philosophy, political economy, political science, sociology, and urban and community studies	
Expected Result	Performance Indicator
<ul style="list-style-type: none"> Expanded knowledge base in the social sciences and humanities and in public policy 	<ul style="list-style-type: none"> Volume of research performed by awards recipients
Sub-Sub-Program Activity: Canada Foundation for Innovation (CFI)	
Funds targeted to strengthen the capability of Canadian universities, colleges, research hospitals and other not-for-profit institutions to carry out world-class research and technology development	
Expected Results	Performance Indicators
<ul style="list-style-type: none"> The strengthening of research capability at Canadian research institutions Attracting and retaining researchers at Canadian research institutions 	<ul style="list-style-type: none"> Percentage of Innovation Fund recipients that rate the quality of their new infrastructure as near world-class or better, as a result of CFI awards Percentage of New Opportunities Fund and Canada Research Chairs fund recipients whose recruitment to Canada and/or retention in Canada was influenced by CFI awards
Sub-Sub-Program Activity: Canada-Israel Industrial Research and Development Foundation (CIIRDF)	
Co-funding of a private sector foundation (50 percent contribution from Canada, 50 percent from Israel), which supports research and development collaboration between Canadian and Israeli firms	
Expected Result	Performance Indicator
<ul style="list-style-type: none"> Strengthened Canadian business through global R&D cooperation 	<ul style="list-style-type: none"> Increase of employment at firms that have CIIRDF-funded projects
Sub-Sub-Program Activity: Council of Canadian Academies	
Expected Result	Performance Indicator
<ul style="list-style-type: none"> More informed public debate and government decision making on public policy issues that have scientific and/or technological underpinnings 	<ul style="list-style-type: none"> References to CCA assessments in public policy discussions and Memoranda to Cabinet

Program Activity: Industry Sector — S&T and Innovation

Please note that due to internal realignments, some of the titles of sub-program activities and sub-sub-program activities under this program activity have changed.

Sub-Program Activity: Aerospace, Defence and Marine Branch	
Communications, analysis and policy supporting innovation in aerospace, defence and marine industries	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Suitable climate, initiatives and decisions supporting innovation in aerospace, defence and marine industries 	<ul style="list-style-type: none"> ▪ Overall assessment of climate, programs, decisions and other major factors supporting innovation in aerospace, defence and marine industries, such as: <ul style="list-style-type: none"> – intellectual property protection – highly qualified personnel supply (scientists and engineers) – tax incentives for R&D – regulatory environment – impact of other government department programs (subsidies, demonstrations) – industry structure (concentration, profitability, ownership)

Sub-Program Activity: Automotive and Transportation Industries Branch	
Communications, analysis and policy supporting innovation in automotive and transportation industries	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Suitable climate, initiatives and decisions supporting innovation in automotive and transportation industries 	<ul style="list-style-type: none"> ▪ Overall assessment of climate, programs, decisions and other major factors supporting innovation in automotive and transportation industries, such as: <ul style="list-style-type: none"> – intellectual property protection – highly qualified personnel supply (scientists and engineers) – tax incentives for R&D – regulatory environment – impact of other government department programs (subsidies, demonstrations) – industry structure (concentration, profitability, ownership)

Sub-Program Activity: Life Sciences Branch	
Communications, analysis and policy supporting innovation in life sciences industries	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Suitable climate, initiatives and decisions supporting innovation in life sciences industries 	<ul style="list-style-type: none"> ▪ Overall assessment of climate, programs, decisions and other major factors supporting innovation in life sciences, such as: <ul style="list-style-type: none"> – intellectual property protection – highly qualified personnel supply (scientists and engineers) – tax incentives for R&D – regulatory environment – impact of other government department programs (subsidies, demonstrations) – industry structure (concentration, profitability, ownership)
Sub-Sub Program Activity: Genome Canada	
The primary funding and information resource relating to genomics and proteomics in Canada, to enable Canada to become a world leader in key areas such as agriculture, environment, fisheries, forestry, health and new technology development, as well as ethical, environmental, economic, legal and social issues related to genomics (GE ³ LS)	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Effective management of the government's funding agreement with Genome Canada 	<ul style="list-style-type: none"> ▪ Submissions for funding appropriations ▪ Negotiations with Treasury Board Secretariat and the Department of Finance Canada ▪ Renewal of Genome Canada's mandate and funding
Sub-Program Activity: Resource Processing Industries Branch	
Communications, analysis, policy, programs, initiatives and services supporting innovation in resource processing industries	
Expected Results	Performance Indicators
<ul style="list-style-type: none"> ▪ Suitable climate, initiatives and decisions supporting innovation in resource processing industries ▪ Incremental innovation in resource processing industries 	<ul style="list-style-type: none"> ▪ Overall assessment of climate, programs, decisions and other major factors supporting innovation in resource processing industries, such as: <ul style="list-style-type: none"> – intellectual property protection – highly qualified personnel supply (scientists and engineers) – tax incentives for R&D – regulatory environment – impact of other government department programs (subsidies, demonstrations) – industry structure (concentration, profitability, ownership) – publications by and consultations with the resource processing industries

Sub-Program Activity: Service Industries and Consumer Products Branch	
Communications, analysis and policy supporting innovation in service industries and consumer products industries	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Suitable climate, initiatives and decisions supporting innovation in service industries and consumer products 	<ul style="list-style-type: none"> ▪ Overall assessment of climate, programs, decisions and other major factors supporting innovation in service industries and consumer products, such as: <ul style="list-style-type: none"> – intellectual property protection – highly qualified personnel supply (scientists and engineers) – tax incentives for R&D – regulatory environment – impact of other government department programs (subsidies, demonstrations) – industry structure (concentration, profitability, ownership)

Sub-Program Activity: Policy and Sector Services Branch	
Communications, analysis and policy supporting innovation in policy and sector services	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Suitable climate, initiatives and decisions supporting innovation in policy and sector services 	<ul style="list-style-type: none"> ▪ Overall assessment of climate, programs, decisions and other major factors supporting an innovative economy, such as: <ul style="list-style-type: none"> – intellectual property protection – highly qualified personnel supply (scientists and engineers) – tax incentives for R&D – regulatory environment – impact of other government department programs (subsidies, demonstrations) – industry structure (concentration, profitability, ownership)

Sub-Program Activity: Canadian Biotechnology Secretariat	
Horizontal policy advice and program management in support of Canadian Biotechnology Strategy partner departments and agencies, and secretariat services to the Canadian Biotechnology Advisory Committee	
Expected Results	Performance Indicators
<ul style="list-style-type: none"> ▪ Interdepartmental coordination to advance biotechnology priorities ▪ Development of the Government of Canada's Public Information Program for Biotechnology 	<ul style="list-style-type: none"> ▪ Options and outcomes developed in the context of science and technology objectives ▪ Enhancements to the Bionetwork, the Government of Canada's biotechnology knowledge management tool ▪ Increase use of BioPortal and feedback on quality

Program Activity: Spectrum, Information Technologies and Telecommunications Sector — S&T and Innovation

Sub-Program Activity: Information and Communication Technologies Branch	
Strengthening of Canada's science and technology capacity by addressing human resource requirements, international linkages and commercialization issues; delivery of CANARIE and Precarn on behalf of the Government of Canada	
Expected Result	Performance Indicator
▪ Ongoing investment in the R&D infrastructure	▪ Investment in research organizations
Sub-Sub-Program Activity: CANARIE	
Collaborate with stakeholders to develop and use advanced networks, networking technologies and applications in order to deliver a range of benefits to Canadians and researchers	
Expected Result	Performance Indicators
▪ An advanced research network across Canada	▪ Number of institutions connected ▪ Amount of money invested annually
Sub-Sub-Program Activity: Precarn	
Support collaborative research for the development of the Canadian intelligent systems industry and encourage the diffusion and commercial exploitation of new technologies	
Expected Result	Performance Indicator
▪ Increased development and use of intelligent systems technologies	▪ Number of projects funded and amount of funding involved

Program Activity: Communications Research Centre Canada (CRC)

Sub-Program Activity: CRC — Wireless and Photonics Research	
Conducting of R&D on innovative concepts, systems and enabling technologies for the convergence of telecommunications systems and to improve the security, interoperability and reliability of communications networks in Canada	
Expected Result	Performance Indicator
▪ Policy-makers, regulatory committees and standards organizations as well as program development sectors are well informed and advised of new technical developments and challenges that could impact the performance, security, interoperability and reliability of Canadian communications networks	▪ Number of CRC technical inputs provided to groups developing programs related to the telecommunications sector, including the Spectrum, Information Technologies and Telecommunications Sector and Technology Partnerships Canada of Industry Canada, the Canadian Space Agency, and Public Safety and Emergency Preparedness Canada

Sub-Program Activity: CRC — Defence R&D	
Provision of scientific knowledge and expertise in wireless and networking communications to National Defence (DND) in order to improve decision making and operation capability of the Canadian Forces	
Expected Result	Performance Indicators
▪ Improved decision making by DND on new technologies related to future military communications systems	▪ Amount of annual funding received from DND to conduct research and testing on communications technologies that could be of use to the Canadian Forces ▪ Number of DND technology development programs led by CRC ▪ Number of NATO and The Technical Cooperation Program committees led by CRC

Sub-Program Activity: CRC — Research Support	
To provide business development and technology transfer, and information networks and systems support of CRC R&D efforts, liaison and collaboration with the international science and technology community; and to increase opportunities for the commercialization of technologies	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ The Canadian telecommunications sector has knowledge of and access to CRC's intellectual property portfolio 	<ul style="list-style-type: none"> ▪ Number of research partnerships between CRC and private sector, academic and national/international research organizations ▪ Number of electronic downloads of CRC's quarterly publication <i>Eye on Technology</i>

Program Activity: Technology Partnerships Canada (TPC)

Sub-Program Activity: TPC — R&D Support Program	
Strategic investments in industrial research, pre-competitive development and related studies	
Expected Results	Performance Indicators
<ul style="list-style-type: none"> ▪ Leverage of private sector R&D investment ▪ Increased skills, knowledge and competencies of Canadian companies ▪ Repayments recycled into program funds 	<ul style="list-style-type: none"> ▪ Weighted average (by value) TPC sharing ratio ▪ Dollars of total innovation spending leveraged per dollar of TPC investment ▪ Actual number of new jobs created and/or maintained in the previous calendar year ▪ Repayment amount collected

Sub-Program Activity: h2 Early Adopters Program	
Investments in new hydrogen technology demonstration projects that will bring Canada into the hydrogen economy	
Expected Results	Performance Indicators
<ul style="list-style-type: none"> ▪ Accelerate the market adoption of hydrogen and hydrogen-compatible technologies ▪ Leverage of private sector R&D investment 	<ul style="list-style-type: none"> ▪ Number of participants involved in demonstration projects ▪ Weighted average (by value) sharing ratio ▪ Dollars of total innovation spending expected, leveraged per dollar of investment

Sub-Program Activity: Program for Strategic Industrial Projects*	
Strategic investments in the automotive sector through supporting industrial research, pre-competitive development and technology adaptation and adoption projects designed to encourage private sector investments	
Expected Results	Performance Indicators
<ul style="list-style-type: none"> ▪ Leverage of private sector R&D investment ▪ Projects funded 	<ul style="list-style-type: none"> ▪ Weighted average (by value) sharing ratio ▪ Dollars of total investment spending expected ▪ Number of projects funded ▪ Dollar value of projects funded

* This is a new sub-program activity.

Strategic Outcome

Competitive industry and sustainable communities**Program Activity: Policy Sector — Economic Development****Sub-Program Activity: International and Intergovernmental Affairs — Economic Development**

Impact of international trade, investment and services negotiations on industry interests identified and assessed

Expected Results	Performance Indicators
<ul style="list-style-type: none"> ▪ Alignment of federal and provincial/territorial innovation, industrial development and competitiveness policy ▪ Integration of departmental interests into the government's international policy positions ▪ Timely processing of notifications and applications for review filed by foreign investors under the <i>Investment Canada Act</i> 	<ul style="list-style-type: none"> ▪ Number of meetings with provinces/territories ▪ Number of: <ul style="list-style-type: none"> – international trips and missions coordinated for the Minister – Cabinet briefings on international issues – Cabinet briefings on trade issues ▪ Time required to process notifications and applications

Sub-Program Activity: Strategic Policy Branch — Economic Development

Development of strategic policy frameworks for economic and sustainable development

Expected Result	Performance Indicator
<ul style="list-style-type: none"> ▪ Integration of departmental and governmental objectives into the development of economic and sustainable development policies 	<ul style="list-style-type: none"> ▪ Number of unique economic development and sustainable development items reviewed by the Director General Policy Committee

Sub-Sub-Program Activity: Sustainable Development Strategy

Development and implementation of the Department's Sustainable Development Strategy

Expected Results	Performance Indicators
<ul style="list-style-type: none"> ▪ Increased development, commercialization, adoption and diffusion of environment, energy and bio-based technologies ▪ Increased use by firms, industries and institutions of sustainability and corporate social responsibility practices, and increased consumer awareness of sustainability issues ▪ Increase the competitiveness of Canadian companies by supporting their R&D of innovative market-relevant products, processes and technologies ▪ Maximized economic development opportunities in the renewable energy sector ▪ Enhanced partnerships with target stakeholders in domestic/international community ▪ Increased awareness and education, partnership and investment opportunities, and the potential of hydrogen and fuel cell technology 	<ul style="list-style-type: none"> ▪ Number of new technologies commercialized/diffused ▪ Number of new manufacturing facilities in renewable energy sector ▪ Number of formal partnerships regarding the development of the hydrogen economy ▪ Number of Canadian companies that have: <ul style="list-style-type: none"> – adopted ISO 14001 – produced sustainability reports ▪ Number of technologies commercialized/diffused ▪ Number of new manufacturing facilities in the renewable energy sector ▪ Number of formal partnerships regarding the development of the hydrogen economy

<ul style="list-style-type: none"> ▪ Help improve implementation of corporate responsibility and sustainability as well as competitive advantage for Canadian companies by using the standards ▪ Expanded application of CSR business-oriented approaches within a competitive Canadian marketplace 	<ul style="list-style-type: none"> ▪ Number of Canadian companies that have adopted ISO 14001 ▪ Number of Canadian companies that have produced sustainability reports
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Sub-Program Activity: Microeconomic Policy Analysis Branch (MEPA) — Economic Development Microeconomic analysis in support of economic policy development	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ High-quality microeconomic research and analysis on significant policy issues as input to policy development 	<ul style="list-style-type: none"> ▪ Number of: <ul style="list-style-type: none"> – papers presented at conferences, seminars and round tables – conferences, round tables and seminars organized (and number of attendees) – research publications and reports – current analysis publications and reports – citations of MEPA's publications – presentations at the Director General Policy Committee and the Economic Research Advisory Committee – hits and downloads for MEPA on Strategis

Sub-Program Activity: Small Business Policy Branch Policy advice on small business issues	
Expected Result	Performance Indicator
<ul style="list-style-type: none"> ▪ Increased awareness and use of information relating to small business issues by policy-makers and other small business stakeholders 	<ul style="list-style-type: none"> ▪ Number of quality (i.e., accuracy, timeliness, responsiveness and clarity) references to small business issues in policy and program instruments (e.g., Memoranda to Cabinet, <i>aide-mémoire</i>, Treasury Board submissions)

Sub-Program Activity: Security and Prosperity Partnership (SPP) Branch* Support key Security and Prosperity Partnership of North America priorities, aimed at enhancing collaboration within North America on issues related to prosperity, security and quality of life through interdepartmental/governmental efforts as well as through bilateral and trilateral discussions and initiatives with SPP partners in Canada, the United States and Mexico	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Strengthen bilateral and trilateral cooperation with the United States and Mexico within the SPP framework through ongoing collaboration and discussions across areas of SPP working group activities, including security, transportation, e-commerce, manufactured goods, environment and public health, while ensuring that strong representation and progress on initiatives are in the best interest of Canadians 	<ul style="list-style-type: none"> ▪ Support SPP Ministers' Meeting and Leaders' Summit to be held in Canada aimed at moving forward on mutually agreed to key prosperity and competitiveness issues important to the North American context ▪ Correlate and present a harmonized position among working groups to articulate a common federal position in ongoing discussions with SPP partners

* This is a new sub-program activity under Policy Sector — Economic Development.

Program Activity: Operations Sector — Economic Development

Sub-Program Activity: Canada Small Business Financing (CSBF) Program	
Administration of the <i>Canada Small Business Financing Act</i> and the <i>Small Business Loans Act</i>	
Expected Results	Performance Indicators
<ul style="list-style-type: none"> ▪ Access to debt financing for SMEs ▪ Awareness of and satisfaction with the CSBF Program on the part of participating lenders 	<ul style="list-style-type: none"> ▪ Number of loans registered ▪ Value of loans registered ▪ Level of incrementality ▪ Levels of awareness and satisfaction with the program and its parameters on the part of participating lenders
Sub-Program Activity: FedNor	
Economic stability, growth, diversification, job creation and sustainable communities in Northern and rural Ontario	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Improved competitiveness and/or sustainability of communities and key sectors in Northern and rural Ontario 	<ul style="list-style-type: none"> ▪ Number of community economic development plans developed or updated ▪ Number of SMEs created, expanded or maintained ▪ Funds leveraged from program investments
Sub-Sub-Program Activity: Community Futures Program	
Community economic development in rural Ontario	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Improved competitiveness and/or sustainability of communities and key sectors in rural Ontario 	<ul style="list-style-type: none"> ▪ Number of community economic development plans developed or updated ▪ Number of SMEs created, expanded or maintained ▪ Funds leveraged from Community Futures Program investments
Sub-Sub-Program Activity: Northern Ontario Development Program (NODP)*	
Regional and community development in Northern Ontario	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Improved competitiveness and/or sustainability of communities and key sectors in Northern Ontario 	<ul style="list-style-type: none"> ▪ Number of community economic development plans developed or updated ▪ Number of SMEs created, expanded or maintained ▪ Funds leveraged from NODP investments

* Name changed from FedNor Program.

Sub-Sub-Program Activity: Eastern Ontario Development Program (EODP)	
Community economic development in rural Eastern Ontario	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Improved competitiveness and/or sustainability of communities and key sectors in rural Eastern Ontario 	<ul style="list-style-type: none"> ▪ Number of community economic development plans developed or updated ▪ Number of SMEs created, expanded or maintained ▪ Funds leveraged from EODP investments

Sub-Program Activity: Sectorial Strategies and Services Branch / Canada-Ontario Infrastructure Program (COIP)	
Improved community infrastructure through investments in rural and municipal infrastructure in Ontario, with an emphasis on green municipal infrastructure such as water and wastewater systems	
Expected Result	Performance Indicator
<ul style="list-style-type: none"> ▪ Improved community infrastructure in Ontario 	<ul style="list-style-type: none"> ▪ Percentage of Ontario population that has benefited from investments made under COIP

Sub-Program Activity: Aboriginal Business Canada
 Aboriginal Business Canada (ABC) was transferred from Industry Canada to Indian and Northern Affairs Canada as of December 1, 2006. Therefore, Industry Canada is no longer responsible for reporting on the plans and priorities of this program

Sub-Program Activity: Regional Delivery	
Delivery of programs and services across Canada	
Expected Results	Performance Indicators
<ul style="list-style-type: none"> ▪ Increased awareness and access to government business-related information, programs and services, and facilitated compliance for business ▪ Increased use of self-service channels ▪ Improved departmental understanding of regional socio-economic environment, issues, and implications for policy, programs, implementation and other initiatives 	<ul style="list-style-type: none"> ▪ Service usage ▪ Channel usage trends ▪ Feedback on regional support, advice and intelligence from the Minister's Office and senior management

Sub-Program Activity: Section 41, Official Languages Act	
Improved participation by official-language minority communities (OLMCs) in existing federal economic development programs and services	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Encourage participation of OLMCs in Industry Canada's programs 	<ul style="list-style-type: none"> ▪ The level of funding that OLMCs have received from Industry Canada ▪ The level of funding leveraged from Industry Canada partners

Sub-Program Activity: Service to Business: Strategy and Innovation	
Advancement of the service-to-business vision and improve client-centred government services to business	
Expected Result	Performance Indicator
<ul style="list-style-type: none"> ▪ Improved availability of multi-jurisdictional permit and licence information accessible to business 	<ul style="list-style-type: none"> ▪ Level of client satisfaction

Sub-Program Activity: Canada Business — National Secretariat	
Increased awareness and access to government business-related information, programs and services and facilitated compliance with regulations for businesses	
Expected Results	Performance Indicators
<ul style="list-style-type: none"> ▪ Increased awareness and access to government business-related information, programs and services and facilitated compliance for businesses ▪ Increased use of self-service channels ▪ Reduced complexity in accessing programs and services and compliance requirements for SMEs ▪ Improved SME business planning and market research 	<ul style="list-style-type: none"> ▪ Service usage ▪ Channel usage trends ▪ Level of client satisfaction ▪ Level of client satisfaction ▪ Use of business support resources

Sub-Program Activity: Student Connections	
Increased knowledge and use of Internet and e-commerce by Canadian SMEs and seniors, and increased youth knowledge, skills and marketability for employment	
Expected Results	Performance Indicators
<ul style="list-style-type: none"> ▪ Increased knowledge and skills related to the Internet and e-commerce applications and technologies on the part of SMEs and seniors ▪ Practical, short-term work experience for students in post-secondary IT-related studies 	<ul style="list-style-type: none"> ▪ Client perceptions of increased knowledge and skills ▪ Number of youth hired

Program Activity: Industry Sector — Economic Development

Please note that due to internal realignments, some of the titles of sub-program activities and sub-sub-program activities under this program activity have changed.

Sub-Program Activity: Aerospace, Defence and Marine Branch	
Communications, analysis and policy supporting competitiveness and sustainability in aerospace, defence and marine industries	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Competitive and sustainable Canadian industries 	<ul style="list-style-type: none"> ▪ Overall assessment of climate, programs, decisions and other major factors supporting competitiveness and sustainability in Canadian industries, such as: <ul style="list-style-type: none"> – labour market (not just highly qualified personnel) – corporate taxation – regulatory compliance burden – impact of other government department programs – industry structure – trade conditions (including intellectual property)

Sub-Program Activity: Industrial and Regional Benefits Program, Structured Financing Facility	
Programs, initiatives and services supporting competitiveness and sustainability in aerospace, defence and marine industries	
Expected Result	Performance Indicator
<ul style="list-style-type: none"> ▪ Significant advances in competitiveness and sustainability in aerospace, defence and marine industries 	<ul style="list-style-type: none"> ▪ Publications by and consultations with the aerospace, defence and marine industries

Sub-Program Activity: Automotive and Transportation Industries Branch	
Communications, analysis and policy supporting competitiveness and sustainability in automotive and transportation industries	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Suitable climate, initiatives and decisions supporting competitiveness and sustainability in aerospace and transportation industries 	<ul style="list-style-type: none"> ▪ Overall assessment of climate, programs, decisions and other major factors supporting competitiveness and sustainability in automotive and transportation industries, such as: <ul style="list-style-type: none"> – labour market (not just highly qualified personnel) – corporate taxation – regulatory compliance burden – impact of other government department programs – industry structure – trade conditions (including intellectual property)

Sub-Program Activity: Life Sciences Branch	
Communications, analysis and policy supporting competitiveness and sustainability in life sciences industries	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Suitable climate, initiatives and decisions supporting competitiveness and sustainability in life sciences industries 	<ul style="list-style-type: none"> ▪ Overall assessment of climate, programs, decisions and other major factors supporting competitiveness and sustainability in life sciences, such as: <ul style="list-style-type: none"> – labour market (not just highly qualified personnel) – corporate taxation – regulatory compliance burden – impact of other government department programs – industry structure – trade conditions (including intellectual property)

Sub-Program Activity: Resource Processing Industries Branch	
Communications, analysis and policy supporting competitiveness and sustainability in resource processing industries	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Suitable climate, initiatives and decisions supporting competitiveness and sustainability in resource processing industries 	<ul style="list-style-type: none"> ▪ Overall assessment of climate, programs, decisions and other major factors supporting competitiveness and sustainability in resource processing industries, such as: <ul style="list-style-type: none"> – labour market (not just highly qualified personnel) – corporate taxation – regulatory compliance burden – impact of other government department programs – industry structure – trade conditions (including intellectual property)

Sub-Program Activity: Service Industries and Consumer Products Branch	
Communications, analysis and policy supporting competitiveness and sustainability in service industries and consumer products	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Suitable climate, initiatives and decisions supporting competitiveness and sustainability in service industries and consumer products 	<ul style="list-style-type: none"> ▪ Overall assessment of climate, programs, decisions and other major factors supporting competitiveness and sustainability in service industries and consumer products, such as: <ul style="list-style-type: none"> – labour market (not just highly qualified personnel) – corporate taxation – regulatory compliance burden – impact of other government department programs – industry structure – trade conditions (including intellectual property)

Sub-Program Activity: Language Industry Program and Canadian Apparel and Textile Industries Program	
Programs, initiatives and services supporting competitiveness and sustainability in service industries and consumer products	
Expected Result	Performance Indicator
<ul style="list-style-type: none"> ▪ Significant advances in competitiveness and sustainability in service industries and consumer products 	<ul style="list-style-type: none"> ▪ Publications by and consultations with the language industry and the Canadian apparel and textile industries

Sub-Program Activity: Policy and Sector Services Branch	
Communications, analysis and policy supporting competitiveness and sustainability in policy and sector services	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Suitable climate, initiatives and decisions supporting competitiveness and sustainability in policy and sector services 	<ul style="list-style-type: none"> ▪ Overall assessment of climate, programs, decisions and other major factors supporting competitiveness and sustainability, such as: <ul style="list-style-type: none"> – labour market (not just highly qualified personnel) – corporate taxation – regulatory compliance burden – impact of other government department programs – industry structure – trade conditions (including intellectual property)

Program Activity: Spectrum, Information Technologies and Telecommunications Sector — Economic Development

Sub-Program Activity: Information and Communications Technologies Branch	
Improvement in the competitiveness and fostering of growth of the Canadian ICT industry	
Expected Results	Performance Indicators
<ul style="list-style-type: none"> ▪ Broad understanding of developments that affect sector growth in order to identify issues, gaps and opportunities for the ICT Sector, to support directions for business development and policy activities ▪ Informed advocacy for ICT stakeholder issues to influence government decisions on issues affecting the ICT industry ▪ Increased business opportunities for the Canadian ICT Sector 	<ul style="list-style-type: none"> ▪ Assessments/studies of ICT Sector and sub-sector growth ▪ Number of issues addressed in policy forums and meetings with industry stakeholders ▪ Number of corporate calls on investment targets ▪ Client satisfaction rates at business development events ▪ Number of sales leads for Canadian companies

Sub-Program Activity: Information Highway Applications Branch	
Acceleration of the participation of Canadians and their communities in the digital economy by fostering community networks and improving both access to, and use of, ICTs for lifelong learning and economic development	
Expected Result	Performance Indicators
<ul style="list-style-type: none"> ▪ Assisting Canadian individuals and communities in overcoming barriers to access and use of ICTs 	<ul style="list-style-type: none"> ▪ Number of Canadians and communities accessing and using ICTs via broadband ▪ Level of Internet use by Francophones
Sub-Sub-Program Activity: Francommunautés virtuelles	
Aims to promote the active participation of Canada's French-speaking communities in ICTs to stimulate connectivity, access to the Internet, and the development of content and new media in French	
Expected Result	Performance Indicator
<ul style="list-style-type: none"> ▪ Improved access to French-language web applications, content and services on the part of Canada's Francophone and Acadian populations 	<ul style="list-style-type: none"> ▪ Level of Internet use among Francophone population
Sub-Sub-Program Activity: National Satellite Initiative (NSI)	
Ensures Canadian communities and businesses have access to reliable, modern ICT infrastructure by bringing high-capacity Internet to communities in the Far North and Mid-North, and in isolated or remote areas of Canada, where satellite is the only reasonable means of connecting public institutions, residents and businesses	
Expected Result	Performance Indicator
<ul style="list-style-type: none"> ▪ Access by Canadian communities and businesses to modern ICT infrastructure by bringing high-capacity Internet to communities in the Far North and Mid-North, and in isolated or remote areas of Canada, via satellite 	<ul style="list-style-type: none"> ▪ Number of communities able to access high-capacity Internet as a result of the National Satellite Initiative

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