



# Standardization: Helping Build a More Prosperous Canada

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**Standards Council of Canada**  
**Conseil canadien des normes**

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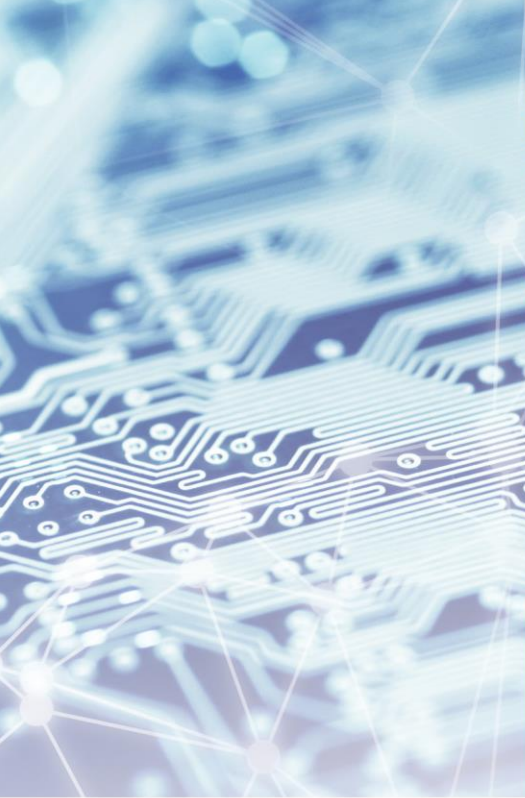
Summary Corporate Plan  
2020-2021 to 2024-2025

Operating Budget  
for 2020-2021

Capital Budget  
for 2020-2021

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Canada



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# 1. Executive Summary



Standardization is widely recognized as a highly effective lever that can be used to help protect and improve the health, safety, and economic wellbeing of Canadians. Now completing 50 years in service excellence to Canadians, the Standards Council of Canada (SCC) is mandated to promote efficient and effective voluntary standardization in Canada.

Responding to global trade uncertainty, the rapid expansion of the digital economy, the challenge of climate change, and the renewed interest of standardization as a regulatory instrument, the plan presented will assist Canadian businesses with job creation and increased market access. In close collaboration with its partners in Canada's extensive standardization network, SCC will also position Canada to lead standardization at home and abroad.

For the 2020-21 to 2024-25 planning period, SCC has articulated a strategic plan supported by strong financial and human resources management, and a robust risk mitigation framework, to deliver initiatives under the following three strategic priorities:

- **Innovation:** to help Canadian businesses scale up, grow and compete internationally; and to increase confidence in the digital economy.
- **Canadian Leadership:** to reduce barriers to trade, promote Canadian solutions to climate change and strategically position Canada on international standards development committees.
- **Organizational Excellence:** to retain and develop its workforce, evolve its information management/information technology systems, and seize financial opportunities to sustain and increase the impact of standardization.



## 2. Corporate Overview



### Mandate

SCC was established in 1970 as a not-for-profit, registered charity, non-agent federal Crown corporation. As set out in its governing legislation, the *Standards Council of Canada Act*, SCC's mandate is to promote efficient and effective voluntary standardization in Canada, where the law does not expressly provide for standardization activities. In particular, SCC:

- Promotes the participation of Canadians in voluntary standards activities;
- Promotes public- and private-sector cooperation in voluntary standardization in Canada;
- Coordinates and oversees the efforts of people and organizations involved in Canada's network of standardization professionals;
- Functions as Canada's National Accreditation Body;
- Fosters quality, performance and technological innovation in Canadian goods and services through standardization-related activities; and,
- Develops standardization-related strategies and long-term objectives to advance the national economy; support sustainable development; benefit the health, safety and welfare of Canadians; assist and protect consumers; facilitate domestic and international trade; and further international cooperation in relation to standardization.

**Mission:** To lead and facilitate the development and use of national and international standards and accreditation services in order to enhance Canada's competitiveness and well-being.

**Vision:** To be a global leader driving prosperity and well-being for Canada through innovative standardization strategies.

In October of 2020, SCC will celebrate 50 years as the national organization promoting efficient and effective voluntary standardization in Canada. By working with its partners—the standards development organizations (SDOs), industry and all levels of government—SCC has solidified its reputation as a trusted advisor for standardization strategies development and accreditation services.

By overseeing Canadian participation in international technical committees, SCC ensures that the nation's interests are well-represented in standards development. In FY 2018-19, SCC's technical committees mobilized over 2000 expert volunteers to participate on 506 technical committees at the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC).

SCC offers accreditation and recognition programs for: Management Systems Certification Bodies; Product, Process and Service Certification Bodies; Inspection Bodies; Greenhouse Gas Validation/Verification Bodies; Bodies Performing the Certification of Persons; Standards Development Organizations; Testing and Calibration Laboratories; Medical Testing Laboratories; Proficiency Testing Providers; and Good Laboratory Practices Facilities.

The organization is a member of the International Accreditation Forum Multilateral Recognition

Arrangement and the International Laboratory Accreditation Cooperation Mutual Recognition Arrangement. These arrangements enable members to recognize one another's conformity assessment results, promoting the free flow of goods and services between countries.

Standardization is not only an economic driver used to improve the safety and socio-economic conditions for Canadians, it is also an effective tool for reducing trade barriers and enabling market adoption of innovative clean technologies.

SCC is proactively enhancing trade and promoting the adoption of Canadian technologies and innovations in global markets. Working with its provincial and territorial partners, SCC is actively engaged with the Regulatory Reconciliation and Cooperation Table to reduce internal trade barriers as part of the *Canadian Free Trade Agreement*. SCC's expertise is also leveraged when negotiating international free trade agreements such as: the *Canada-United States-Mexico Agreement* and the *Canada-EU Comprehensive Economic & Trade Agreement* (CETA). Mutual recognition under CETA will increase efficiency and effectiveness of conformity assessment.

**Financial Condition:** SCC's operations are funded by both government appropriations and cost-recovery revenue. SCC has a strong and sustainable five-year financial plan that reduces its accumulated surplus to \$1M which is considered a moderate balance to mitigate the risk of unforeseen circumstances.

For information on SCC's 2018-19 corporate performance and financial condition, please refer to the 2018-19 Annual Report, which can be found here: <https://www.scc.ca/en/about-scc/corporate-documents/annual-reports>

### 3. Operating Environment



SCC monitors national and global trends, as well as social and economic factors that may impact its ability to deliver on its strategic priorities. This enables SCC to adapt to its operating environment, so it can continue to foster **innovation**, promote **Canada as a leader** in standardization, as well as further advance its culture of **organizational excellence**. The following are external and internal factors that have been considered in developing this plan so as to best support the standardization network and Government of Canada priorities.

Governments around the world are increasingly recognizing the economic advantage of standardization. In fact, between 1981 and 2014, standardization contributed 7.8 per cent of the growth in Canada's real Gross Domestic Product (GDP) and 16.1 per cent in the increase in labour productivity.<sup>1</sup> In 2014 alone, standards contributed nearly \$3 billion of the \$39 billion increase in Canada's real GDP.

**Maximizing trade opportunities for Canada:**

After 20 years of relative stability, the world trade uncertainty index has risen sharply in the past year.<sup>2</sup> This has had a disproportionate impact on developed economies—including Canada's—where the level of uncertainty is categorized as high.<sup>3</sup> The U.S. Federal Reserve estimates that in the short-term, it could reduce global GDP by 1 per cent by early 2020<sup>4</sup>—costing the global economy approximately \$850 billion USD.<sup>5</sup>

In an uncertain economic environment, standardization is even more critical. Coordination of international standardization initiatives helps to overcome trade barriers. In fact, research from the US Department of Commerce estimates that 93 per cent of global goods exported in 2015 were potentially affected by international technical regulations.<sup>6,7</sup> SCC's own research has also demonstrated the benefits collaborating on standardization can have on trade relationships. Specifically, participation in the Pan American Standards Commission, a regional standardization organization, resulted in a 10 per cent increase in Canadian exports to other member countries.<sup>8</sup> For this reason, standardization expertise is critical to Canada's trade negotiations to enable Canadian businesses to compete in these global markets.

Standardization is also a vital tool to help address internal trade barriers, which have been estimated to cost the Canadian economy several billions of dollars annually.<sup>9</sup> Even in an uncertain political environment, there is still a shared understanding of the importance of reducing technical barriers to trade that stifle growth and opportunities for Canadians and Canadian businesses.

Whether for internal or international trade, standardization is critical to advance economic, political, social and environmental interests, particularly in times of global uncertainty. Standardization can be leveraged by Canadian companies to commercialize, open markets and compete in the global economy. And Canada needs to have a determining voice in setting the standards that will define the future. In line with this, the nation's most skilled and knowledgeable experts must be recruited to participate in international standards development, especially in those identified sectors that are critical to Canada's economy.

**The digital economy:** The ongoing digital transformation is increasingly contributing to economic growth. In 2017, the digital economy accounted for 5.5 per cent (\$109.7 billion) of Canada's GDP, and it is growing rapidly.<sup>10</sup> Canada's entire economy grew by 28 per cent between 2010 and 2017 and the digital economy grew by 40 per cent.<sup>11</sup> In response to the pace of emergence of the digital economy, leadership must be demonstrated in the development of agile standardization strategies and solutions for this sector.

While the digital economy represents a significant opportunity for Canada, there are also a number of risks associated with it. In 2017, one in five Canadian businesses had their operations impacted by a cybersecurity incident.<sup>12</sup> In response, businesses invested \$14 billion in 2017 for prevention, detection and recovery.<sup>13</sup> Governments are also being called upon to take action to address cybersecurity issues and protect privacy.<sup>14</sup> Here too, standardization can play a significant role.

**Responding to climate change:** In June of 2019, Canada's House of Commons passed a motion to declare a national climate emergency in Canada, affirming its full support of the country's commitment to meeting the emissions targets outlined in the Paris Agreement. Following this, in September 2019, more than 7.6 million people around the world took part in protests to demand action on climate change.<sup>15</sup> The Intergovernmental Panel on Climate Change (IPCC) estimates that the earth has already warmed by approximately 1.0°C over pre-industrial levels due to human activities.<sup>16</sup> The recent *Canada's Changing Climate Report* indicates that the nation's climate is warming twice as fast as the global average.<sup>17</sup> Developing standardization strategies that enable the transition to a net-zero emissions economy, while adapting infrastructure to be more resilient to climate change, will help prepare Canada for the changes expected in the coming decades.

**Canada's standardization network:** SCC and its partners have worked diligently over the last 50 years to adapt and respond to the continual evolution and advancement of standardization to meet the changing needs of Canada. With standards and conformity assessment increasingly leveraged by regulators and businesses in order to create a level playing field for businesses, attention has now focused on the need to ensure the availability of standards incorporated by reference, while at the same time respecting copyright concerns.

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### **Canada's Standardization Network:**

*Research consistently shows that standardization contributes significantly to the gross domestic product of advanced economies, including Canada and has a major impact on facilitating trade. It contributes to market efficiencies, drives innovation and is an effective alternative or complement to regulation.*

*Standardization is the basic infrastructure to the 21st century knowledge economy – it ensures just about every product, service and process works - from interoperability between devices, such as doctors using smartphones in the operating room, to the handling of consumer complaints or a management function. It protects the health and safety of all Canadians. When the standardization system is effective, it can be invisible to most Canadians; however, it has a critical impact on their lives, work and economic prosperity.*

*Thousands of individuals take part in Canada's standardization network. This includes SCC's partners in industry, government, non-governmental organizations and the general public, representatives of which take part in standards-development and conformity assessment. The employers who support the work of these individuals are also important contributors to Canada's standardization network. In the broadest sense, anyone who uses or benefits from standardization is part of Canada's standardization network.*

*In delivering standardization strategies for Canada, SCC relies heavily on collaboration with its key partners: standards development organizations, provinces and territories, and Canadian experts in standardization activities. SCC works to promote awareness of the value of standardization to key decision-makers; facilitates policy positions on standardization; supports the participation of Canadian experts; and accredits conformity assessment organizations.*

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## 4. Objectives and Activities



To further cement Canada's position as a leader in standardization, providing the greatest value for Canada, SCC's initiatives for FY 2020-21 to 2024-25 will support the following three strategic priorities: Innovation, Canadian Leadership and Organizational Excellence.



# Innovation

SCC leads the development of standardization strategies that protect intellectual property rights, and help Canadian innovators compete at the national, regional and international level, delivering economic growth for Canada.

OUTCOME	DELIVERABLE 2020-21
<p><b>1.1 Canadian interests and priorities are embedded in standards and conformity assessment that will help Canadian businesses gain market advantage</b></p>	<ul style="list-style-type: none"> <li>• 25 standardization strategies delivered to help Canadian businesses gain market advantage</li> <li>• 59% innovative Canadian businesses that report that standardization strategies have impacted job creation, access to market or revenue generation</li> </ul>
<p><b>1.2 Canadians have increased confidence in the digital economy through standardization strategies that support businesses and provide greater transparency</b></p>	<ul style="list-style-type: none"> <li>• 6 Certification bodies are accredited by SCC for the federal cybersecurity certification program for small- and medium-sized enterprises (SMEs)</li> <li>• 200 SMEs certified for cybersecurity management</li> <li>• Canadian Data Governance Standardization Collaborative roadmap developed identifying standardization priorities</li> </ul>

SCC works alongside Canadian innovators to develop standardization strategies, providing customized support to accelerate commercialization and remove barriers to the adoption of Canadian technologies. In doing so, the organization helps Canadian industry, both in new and traditional sectors, scale up and access enhanced market opportunities. SCC guides, facilitates, and collaborates with innovators every step along the path to standardization—both nationally and globally.

In particular, SCC has focused its efforts on emergent industry sectors where increased innovation is happening, such as: artificial intelligence, data, cybersecurity, clean-tech, agri-tech, ocean-tech, virtual and augmented reality and digital technologies to name a few.

Some examples of future work areas include:

- Clean Technologies – supporting Canada’s transition to a low-carbon, low-pollution and resource-efficient economy by expanding capacity to support clean technology companies in their efforts to leverage standardization to commercialize and drive market adoption of their products, technologies and services. For example, SCC is working with clean technology industry leaders in order to advance international standards for new forestry products, verify emissions reductions technology and to quantify the risks associated with biomass supply chains.

- Digital economy – SCC is pursuing collaborative standardization strategies in artificial intelligence, data governance, digital privacy and open banking.
- Modernized transportation – SCC is exploring standardization solutions to support new transportation domains and challenges, such as mass urban rail, autonomous systems and SMART/IoT cities.

### **1.1 Canadian interests and priorities are embedded in standards and conformity assessment that will help Canadian businesses gain market advantage.**

Canada has a strong tradition for standardization in established sectors, such as forestry, mining and environmental management. As SCC continues to strengthen those positions, the organization must also strategically pursue next generation standardization opportunities in areas critical to the economy, such as big data, open banking and blockchain.

Also, as a member of Canada’s innovation ecosystem, SCC is supporting Canada’s transition to a low-carbon, low-pollution and resource-efficient economy, by helping to position Canada as a global leader in clean technology standardization. SCC engages and advises clean technology companies on how standardization and accreditation can help them to commercialize and drive market adoption of their technologies and products. Where appropriate, these clean technology companies are further supported by SCC’s Innovation Initiative, which guides, facilitates, collaborates with, and provides funding to innovators to pursue national and international standardization strategies. SCC has worked directly with Canadian clean technology industry leaders including FPIInnovations, Questor Technology and Ecostrat in order to advance international standards for testing new forestry products, to verify emissions reductions technology, and to quantify the risks associated with biomass supply chains.

Significant advantage can be gained by shaping standardization strategies around the launch of an innovation. A standardization strategy might involve the development of, or update to, an existing standard to meet new requirements; the creation of a normative document; or guidance to ensure that products and services conform to specified market requirements.

Many of the innovators who benefit from SCC’s services as a gateway to success had not previously been users of the standardization system; however, they express the need for the type of guidance and advice SCC can provide. For example, one innovator has expressed that it was not until the company started scaling globally that it realized how unprepared it was to take on the threats of a global marketplace. While the company was aware of the need for action, it was due to the assistance of SCC that the company determined that ISO 27001 on Information Security Management was the right standard to pursue. With that in mind, the company obtained certification.

SCC is also working with another innovator to help develop an international standard for marine sensors. The standard will set out universal device specifications to ensure consistent results, and a standardized approach for performance testing and reporting. This means customers can truly compare technologies when purchasing marine sensors. For this innovator, it means they can compete effectively and demonstrate their equipment’s capabilities—and that will help them continue to grow their business and be a leader in Canada and around the world.

Partnering with innovators is producing results. To date, 56 per cent of surveyed innovators report a positive impact on either job creation, market access or revenue-generation through standardization. As well, innovators recognize the benefits of capacity building in their companies to effectively use standardization as a strategic instrument in the commercialization of their products and technologies.

In 2016, when SCC began to work with innovators, SCC started out with three pilot projects. Today, SCC has more than 250 projects in the innovation pipeline, and the organization is confident that it will be able to deliver all the standardization strategies committed to in the planning period. SCC recently issued its first call for projects and will be awarding contracts totaling \$1.5M to the SDOs for standardization solutions in areas such as quality and safety for cannabis use and lignin – a renewable energy resource made from wood components. Under the Intellectual Property and Standards-setting program, SCC will be launching a similar call for projects in 2020 for implementation in the short- to medium-term period of this plan.

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*"The Standards Council of Canada has enabled Spartan to quickly embed our innovative DNA-testing technology to the global marketplace. Thanks to guidance from the SCC, Spartan has accelerated commercialization of our DNA analyzers and our technology is poised to become the standard in key jurisdictions. We look forward to collaborating with the SCC in the years ahead to forward Spartan's strategic plan."*

Paul Lem, Founder and CEO, Spartan

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While SCC has been successful at serving innovators one-on-one, the increasing demand for standardization services requires that SCC evolve its approach. As the coordinator of the standardization system in Canada, SCC will gather industry, regulators, standards developers and civil society in sector-wide standardization collaboratives to identify gaps that need to be addressed to enhance competitiveness. This approach, which SCC is currently piloting in the area of data governance, will result in Canadian-made standardization strategies that can be referenced in regulation and advanced internationally to the benefit of Canadian industry. This approach can also easily be scaled to assist Canada's Innovation Superclusters and Economic Strategy Tables with standardization strategies.

Speed to market is key for all innovative products and services; therefore, in this planning period, SCC will focus on new ways to help innovators use standardization in more impactful ways so that their technologies remain useful. As a first step, a new national technical specifications tool has been developed in collaboration with the SDOs with the speed of innovation in mind. Among its advantages, a technical specification can be developed more quickly by SDOs than a National Standard of Canada (NSC). It is especially well-suited when technology or the regulatory environment is changing rapidly or because full consensus associated with an NSC may not be possible.

SCC has already experienced uptake of this new tool. For example, an innovator needed a technical specification for use in the Canadian and United States markets to promote a highly technical product that differentiates the carbon intensity and verifies the carbon dioxide volume embodied in concrete and cement products. As a result, governments and industry now have a solution in development to help them make environmentally and sustainability conscious purchasing decisions.

Through these combined efforts and in partnership with the SDOs, Canadian innovators are offered new pathways to market access and help to embed standardization strategies as early as possible in the product development cycle. In the planning period, SCC will continue this work; next year SCC will deliver 25 new standardization strategies and an additional 34 by 2023.

SCC develops standardization strategies leveraging a variety of diverse standardization strategies to address stakeholders' needs. Standardization strategies can involve developing Canadian or international standards, technical specifications, and launching workshops to explore emerging technologies through collaboratives. Project timelines can vary depending on the standardization strategy. For example, strategy development can take up to four months, approvals can take up to 10 months, and delivery can take between one month to two and half years.

SCC prioritizes projects based on stakeholder need and commitment, and mitigates project risks to ensure project resources, leadership and potential impacts are delivering value for Canada. Annual surveying is also conducted on SCC projects' impacts to continually improve the value SCC is providing to Canada and its stakeholders.

SCC funding targeted specifically to service innovators sunsets in 2021-22. As such, the risk of Canadian innovators as well as the innovation ecosystem not getting the standardization advice they need to compete internationally is high. SCC is working on mitigation efforts to continue to provide this service to Canadians.



## 1.2 Canadians have increased confidence in the digital economy through standardization strategies that support businesses and provide greater transparency.

Small- and medium-sized enterprises (SMEs) are the backbone of the Canadian economy and are where most innovative ideas take root and grow. In support of CyberSecure Canada, the federal cyber certification program, SCC will be working to decrease the burden of dealing with cybersecurity threats for SMEs in a manageable, cost-effective way.

Creating a more cybersecure Canada requires a concerted effort by governments, industry and citizens alike. SCC and its partners are pleased to play a small, but critical role in tackling this risk to Canada's economy and well-being.

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*"The CIO Strategy Council, and its members, is very excited to lead the development of a National Standard of Canada for the CyberSecure Canada certification program." said Jim Balsillie, co-chair of the CIO Strategy Council. "By providing leadership on strong security practices, including compliance, Canadian businesses can advance both their growth and their customers' expectations for cyber safety."*

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SCC will develop a cybersecurity certification program for SMEs and launch an accreditation program based on ISO 27001- Information Security Management to address the requirements of larger enterprises. As SCC completes this program over the coming years, it is expected that at least 200 SMEs will be certified in 2021, growing to 5000 by 2025. Amongst the planned deliverables is also the publication of a new NSC that Canadian companies can conform to in order to become more cybersecure.

Canada is committed to a level playing field and the promotion of transparency, portability and interoperability in terms of data governance. Advances in digitization allow organizations to gather and store more data, enabling smarter and quicker decisions. This, however, also gives rise to

a new series of issues. How do organizations collect and distribute the right data at the right time? How should organizations deal with data ownership and copyright, and how should personal information be treated? What rules should organizations follow regarding data residency?

Although some of these concerns can be handled independently by organizations, many are framed by federal and provincial/territorial laws and regulations and by increasingly prescriptive procurement policies. The legislative framework for data management lags technological progress, which leads to uncertainty that must be managed. Standardization can help fill gaps, reduce uncertainty and set benchmarks for regulatory compliance.

In response to this national challenge, and in alignment with the government's Digital Charter, SCC has established the Canadian Data Governance Standardization Collaborative, a group of committed experts and stakeholders from across government, industry and broader civil society tasked with articulating the need for clearly defined standardization strategies for data governance. To date, the Collaborative has attracted almost 200 participants with more expected to join.

Launched in May 2019, the Collaborative's first deliverable slated for summer/fall 2020 will be a roadmap to identify the standardization gaps that exist in Canada. On this basis, standards development is expected to take place in four broad areas covering the foundations for data governance; data collection, organization and grading; data access, sharing and retention; and data analytics, solutions and commercialization.

This is an ambitious goal with inherent delivery risks that can be attributed to lack of capacity and time constraints amongst Canadian data governance experts, who are already deeply engaged in their day-to-day activities. The standardization system will need adjustments to enable the development of this new suite of technology standards.

Notwithstanding this, over the planning period, SCC will be allocating the required resources in order to adequately address the challenges at hand. All those involved see this initiative as cementing Canada's reputation as a world leader in standardization solutions for data governance.



# Canadian Leadership

SCC creates opportunities for Canada by leading nationally, regionally and internationally to deliver on Canada's priorities through standardization.

OUTCOME	DELIVERABLE 2020-21
<p><b>2.1 Canadian interests are actively and effectively represented to influence the development of international standards</b></p>	<ul style="list-style-type: none"> <li>• 2% Increase in the recruitment of young professionals in technical committees in support of SCC's members' recruitment and retention strategy</li> <li>• 20% Increase in international standards used by targeted academia that have agreements with SCC</li> <li>• Action plan from previous year's results of Canadian expert satisfaction survey (surveys are conducted every two years)</li> <li>• Maintain 95% on international technical committee participation voting submission percentage rate</li> </ul>
<p><b>2.2 The Canadian standardization system proactively responds to stakeholder needs</b></p>	<ul style="list-style-type: none"> <li>• Standards strategy for international standards development</li> <li>• Standards referenced in regulation are available to Canadians</li> <li>• Action plan from previous year's Accreditation Services customer satisfaction survey results implemented (surveys are conducted every two years)</li> <li>• Standardization alignment opportunities identified in one sector to help reduce internal trade barriers</li> </ul>
<p><b>2.3 Climate change policies incorporate Canadian and international standardization strategies to support Canadian infrastructure, businesses and communities</b></p>	<ul style="list-style-type: none"> <li>• 3 additional standardization strategies to ensure Canadian infrastructure is resilient to climate change</li> <li>• Increase in the uptake and use of standardization strategies developed under phase 1 Canadian infrastructure program</li> <li>• Integration of ISO/TC207 standards (standardization for environmental management systems and tools) in federal, provincial and territorial regulations, to include municipal regulations in outer years</li> </ul>

## 2.1 Canadian interests are actively and effectively represented to influence the development of international standards.

Countries around the world are strategically positioning themselves to gain a global competitive advantage with the aim to achieve greater economic benefits. Many of these countries adopt standards and seek positions on international technical committees to promote their technologies and to influence the marketplace to their benefit.

SCC has made a concerted, strategic effort to consolidate Canada's reputation as a trusted advisor and influencer in the international standardization world. In this regard, SCC's CEO was elected to ISO's governing Council, and its Vice-President of Standards and International Relations is a member of ISO's Technical Management Board, the governance body responsible for the general management of the technical committee structure within ISO.

Standardization activities in Canada depend on a vast network of Canadian experts. Their ability to influence committee work internationally and regionally in areas critical to Canada's economy is central to SCC's strategic direction. Canada relies on over 2000 world-class subject-matter experts who voluntarily dedicate their time and expertise to ensure that Canadian perspectives are reflected in international standards. As an area of focus, Canada is prominently represented on the ISO technical committee that develops artificial intelligence (AI) standards. This enables Canada to grow and mature its own AI industry, as well as raise the Canadian AI profile internationally; however, attracting and retaining Canadian experts in such highly complex areas is a challenge.

Looking to the future, it is becoming increasingly critical to engage the next generation of experts in standards development, particularly entrepreneurs and young professionals. Without action, the likelihood of Canada losing ground internationally is high. SCC's strategy involves revamping the toolkits and training programs available to experts to ensure they feel equipped and supported. Also, a Young Leaders Recruitment Program will be put in place to encourage young professionals' participation and input. The goal is to reach a wider audience, create awareness of standardization, and to incorporate the voice of the next generation in standards development.

The Young Professionals Recruitment program will embark on the recruitment and training of young professionals for the integration into Canada's standardization network as the key objective of the SCC and its partners.

In 2019, with this objective in mind, the SCC consulted with stakeholders and developed the Young Professionals Standardization Framework. The framework provides guidance on the engagement of next generation professionals for recruitment and retention to participate in standards development which requires them to volunteer their time and expertise.

For the purposes of this framework, young professionals are defined as a Canadian citizen, a resident of Canada or a foreign national working for a Canadian organization, under the age of 40 with working expertise in their field of work. The program will be advertised on SCC's website, SCC's newsletter, and a component of SCC's collaboration and promotion activities with SDOs as well as relevant industry and professional network partners across Canada.

Based on extensive research and consultation with external and internal partners, an action plan is currently being developed to include young professionals in standards development activities. Program implementation will include:

- Partnerships and collaboration
- Outreach and engagement
- Communication and awareness building
- Education and training

Activities will include engagement opportunities with identified professional networks, increasing participation of young professionals in SCC's Mirror Committees and Governance Committees to ISO and IEC Technical and Sub-Committees, increasing representation in leadership roles within standardization activities, increasing awareness of standardization and encouraging participation in international standardization competitions and standards development activities.

Over the planning period, SCC will continue efforts to implement a recruitment strategy that aims to attract, train and retain qualified and effective experts to participate on committees of strategic importance to Canada. By 2023, SCC is projecting a 4% increase in participation in those identified areas, with an additional 6% increase in participation by 2025.

Another path that is critical to increasing awareness of the value of standardization and building capacity is SCC's work with academia. SCC has already undertaken significant steps in this direction, but more can be done. Consequently, over the next five years, SCC will continue its outreach to academia to further promote the value of standardization.

SCC is working to develop SCC's Academia Standardization Engagement Framework. This framework will provide guidance on how and where to engage academia to increase the use of standards by students during the course of their studies. The incorporation of standards into curriculum will increase the participation of faculty and research in standards development and related activities.

A number of early outreach activities with academia is underway to build a network of support. Five) educational institutions have been identified as a start to champion SCC' Academia Engagement program. Since October 2019, these educational institutions have been given access to ISO or IEC standards at a subsidized cost to students through their libraries.

SCC aims to increase international standards used by targeted academia by 20% by 2021, expanding to an additional 40% over the planning period.

## **2.2 The Canadian standardization system proactively responds to stakeholder needs.**

To be fully effective in its service to Canadians, SCC must not only address attrition concerns with its cadre of Canadian experts, but also ensure Canada is represented in standards development spheres that reflect Canadian priorities. Over the planning period, SCC will work with its standardization partners and stakeholders to formulate a strategy for Canadian international standards development that will identify and position its resources towards participation in those technical committees that provide the most value to Canada.

Increasing the number of standards referenced in regulations to help ensure economic and social benefits for Canadians is a priority for SCC. In doing so, SCC will also continue the work that has been initiated with the SDOs in response to calls from governments and industry to make standards more available. Standards are not developed without costs, and the intellectual property they contain is protected by copyright.

In order to increase the availability of standards, many SDOs are offering read-only access to standards referenced in regulations. As the overseer of Canada's standardization system, SCC remains committed to working with the SDOs and regulators to improve the availability of standards referenced in regulations while concurrently supporting copyright protection.



The Government of Canada is committed to reducing internal trade barriers through the *Canadian Free Trade Agreement* (CFTA). And Canadian provinces and territories are key to helping to remove these unnecessary trade barriers in order to encourage the free flow of goods and workers within Canada. In fact, SCC's Provincial-Territorial Advisory Committee (PTAC) was instrumental in delivering the Regulatory Reconciliation and Cooperation Table's (RCT's) first reconciliation agreement on the Canadian Registration Number for pressure vessels. In 2020-21 SCC will be working on alignment opportunities for gasfitter technicians and will identify additional sectors to be completed in 2023 and 2025.

Having effective standards and conformity assessment schemes in place ensures that products, processes and services meet regulatory requirements. As Canada's National Accreditation Body, SCC's plays a key role ensuring that the current and future demands for conformity assessment schemes and accreditation services are met. For that, SCC relies on access to competent and qualified assessors. With the objective of maintaining an adequate pool of competent and qualified assessors, SCC will continue to implement its assessors resource plan in order to deliver the services demanded by its growing line of customers.

### **2.3 Climate change policies incorporate Canadian and international standardization strategies to support Canadian infrastructure, businesses and communities.**

When it comes to weather, Canada is a country of extremes. Extreme wind, fluctuating temperatures, permafrost thaw and changing precipitation patterns are threatening the integrity of buildings, roads, bridges and other infrastructure across the country—putting the safety of Canadians at risk. Inaction to address the impacts of climate change is not an option. In fact, one government report states that if Canadians do not adapt infrastructure to ensure it is climate-resilient, it could cost Canada \$300 billion over the next decade.

Since 2016, SCC's Infrastructure and Climate Change Program has delivered standardization strategies to mitigate these challenges. For instance, the suite of standards developed by the SDOs to promote best practices in designing and building flood-resilient communities have been embraced by the insurance sector and is making its way into the National Building Code. As well, the northern dimension of the program is seeing significant uptake. Both Nunavut and the Northwest Territories' Good Building Practice Manuals now reference the standard for geotechnical site investigation, an essential tool for the effective design construction and maintenance of buildings in permafrost zones.

The northern dimension of this program works directly with territorial governments, northerners, and adaptation specialists to help address climate change challenges faced by Canadians living in the arctic. New resources, in the form of standards, guidance documents, in-class training programs, and community-focused resources have been developed to address permafrost thaw, warming temperatures, and changing precipitation. By working with northern partners, many of these resources are now being implemented on-the-ground, and in the near future, both Nunavut and the Northwest Territories' Good Building Practice Manuals will reference the developed standards, further supporting uptake.

SCC is also working with relevant federal government partners to support the integration of Indigenous knowledge systems and scientific research. Once completed, communities will have access to new adaptation planning resources that are grounded in Indigenous knowledge, science, and local perspectives, which could support decision-making processes that have an impact on indigenous peoples.

SCC plans to continue its work with urban, rural, northern, and Indigenous communities in creating standardization strategies that incorporate climate risks, as well as traditional indigenous knowledge, strengthening the resilience of infrastructure over the long term.

Creating standardization strategies that incorporate climate risks will not only ensure the resilience of infrastructure over the long term, it will also help to protect the safety and security of Canadians.

In particular, SCC advances the development of standardization strategies in the following areas:

- Arming standards writers with the tools to fight climate change - SCC is funding key research to help standards writers make better assumptions, based on climate change projections for the next 50 to 100 years.
- Getting the most out of weather and climate data - SCC is advancing standardization strategies that will increase the quantity, quality and availability of important climate and weather data from across Canada.
- Designing infrastructure that can stand up to extreme weather events - SCC is developing standardization strategies to help mitigate some of the most pressing challenges resulting from climate change, including heat, wildfires, high-winds and flooding.
- Helping northern communities adapt to a rapidly changing climate – SCC is advancing standardization strategies to address the unique climatic, geographic, socio-economic, and cultural circumstances of Canada’s North, including standards for geotechnical site investigations in permafrost, managing changing snow load risks, and community drainage system planning, design and maintenance.

SCC’s funding to support adapting infrastructure to climate change ends in 2020-21, but the work needs to continue. SCC is therefore conducting a national stakeholder consultation to identify remaining gaps for program renewal. A renewed program could include expanded capacity-building efforts; new standardization strategies in areas such as fires, erosion, and coastal resilience; and

additional areas to support climate action, such as electrification and low-carbon resilience.

Combining international best practices with national standards development will help ensure that Canadian climate adaptation is informed by state-of-the-art approaches. SCC is well positioned to do just that. In 2019, the organization assumed leadership of the Secretariat for the ISO technical committee ISO/TC 207 on Environmental Management. This committee, and its many subcommittees, have significant expertise in the field of environmental management systems and other tools in support of sustainable development.

Over the planning period, SCC will leverage this expertise by identifying and bringing priorities to the table for consideration and incorporation in future standards development. SCC’s strategy will also include working with federal, provincial, territorial and municipal partners to ensure the integration of ISO/TC 207 best practices in relevant programs and policies.

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*“Climate change and extreme weather risk is increasingly challenging the economic and physical fabric of Canadian society. In response, the leadership of SCC to facilitate the development of guidelines and standards to mitigate extreme weather risk contributes greatly to maintaining business continuity from coast-to-coast, and ultimately the well-being of all Canadians.”*

Dr. Blair Feltmate, Head, Intact Centre on Climate Adaptation, University of Waterloo

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# Organizational Excellence

SCC provides stakeholder-focused services through high-performing, knowledge-based employees and strong collaboration with Canadian experts, government, industry and standardization network partners.

OUTCOME	DELIVERABLE 2020-21
<b>3.1 SCC has an engaged, competent and diverse workforce</b>	<ul style="list-style-type: none"> <li>Action plan in response to employee engagement survey results from 2019-20 (survey conducted every two years)</li> <li>Renewed five-year talent management strategy in place</li> </ul>
<b>3.2 Effective and efficient business tools and practices in place to deliver SCC's programs and services</b>	<ul style="list-style-type: none"> <li>25% compliance with enterprise and digital architecture designed to strengthen the bridge between technology solutions and SCC's business needs</li> <li>Gap assessment completed towards certification to <i>ISO 9001:2015 Quality management systems – Requirements certification</i></li> </ul>
<b>3.3 Growing SCC's impact through its programs and services</b>	<ul style="list-style-type: none"> <li>\$500K in additional funding generated through program and service offerings</li> </ul>

### 3.1 SCC has an engaged, competent and diverse workforce.

As a knowledge-based professional services organization, SCC's ability to execute this plan relies entirely on an expert and diverse team of professionals equipped with the right tools for today's complex and service-oriented economy.

SCC has therefore been on a journey to grow its resource capacity to continue to deliver standardization strategies that benefit all Canadians. SCC has expanded its recruitment to continue inclusivity efforts to attract and retain employees with varied and specific skillsets to effectively lead Canada's standardization network. All staff have received values and ethics training, as SCC prides itself on its ability to operate with respect, integrity and professionalism and excel in service excellence.

SCC's focus remains on fostering a culture where staff actively enjoy and participate in a host of activities. SCC has twice-yearly team building activities organized by its social committee. SCC branches also take turns leading the Government of Canada Workplace Charitable Campaign. There are also a number of events promoting mental health, including lunch time walks, skating, stress relief, a quiet room for meditation, prayer and relaxation, and most recently, a seminar given by Olympic silver medalist Elizabeth Manley.

Engaged employees make additional effort, learn more and faster, and are more creative. The importance of employee engagement can't be overstated – employee engagement strategies have been proven to reduce staff turnover, improve productivity and efficiency, and retain customers at a higher rate.

Most importantly, engaged employees are happier, both at work and in their lives. SCC's engagement survey results for FY 2019-20 was 81%, an increase of 4% over 2017-18. But SCC can do better. Action plans are in place to further improve culture and the workplace. SCC has an excellent onboarding program and is taking steps to develop a formal mentoring program. In addition, policies are in place to encourage work-life balance. SCC promotes a healthy workplace, and ensures staff receive training they need to further develop their career paths, excel at their duties and continue to evolve the organization's service offerings. Work is also underway to cement SCC's position as an employer of choice. Over the planning period, SCC will continue its recruitment efforts to enhance and strengthen staff capacity through personal and professional development, and succession planning. The organization will also renew and implement a five-year talent management strategy focusing on creating an enhanced culture of innovation, diversity and high performance, as well as address the results of the latest employee engagement survey.

### **3.2 Effective and efficient business tools and practices in place to deliver SCC's programs.**

In line with its culture of service excellence, SCC must ensure it has the business processes and tools required to keep pace and continue to meet its mandated objectives and maintain its status as an international accreditor.

In alignment with SCC's values, staff are provided with tools to provide more flexibility and foster a more collaborate team approach. SCC has also launched a new learning management system to assist with its onboarding of new employees and to provide consistent training for its technical assessors who are crucial in carrying out accreditation service offerings. The organization continues to advance in the implementation of the Standards Collaboration Platform (Standards Hub), to equip its Canadian experts with the tools they need to participate in standardization technical committees on Canada's behalf. In fact, over 200 technical committees are now using this platform.

As with many organizations in today's operating environment, the organization is also working to ensure it has the proper tools and systems in place for information and technology management to combat cybersecurity threats and keep pace with the ever-evolving standardization system.

SCC has in place a formal quality management system that defines the policies, processes, and procedures required for the planning and execution of its business activities to ensure they are aligned with the lean process approach. The organization is currently conducting a gap assessment as it works towards certification to *ISO 9001:2015 Quality management systems – Requirements* by 2021-22.



Over the planning period, SCC will develop and implement an enterprise and digital architecture strategy to strengthen the bridge between technology solutions and SCC's business needs. Through this strategy, SCC will enhance its resource capacity and modernize its information management practices and business tools. This will further improve SCC's response time and increase the organization's ability to engage and improve services for all stakeholders. Finally, it will help ensure data quality, sharing and security objectives are met.

### **3.3 Growing SCC's impact through its programs and services.**

Strong fiscal management and disciplined execution of SCC's planned initiatives is essential to SCC's long-term success. In spite of working with limited resources, SCC continues to demonstrate that it brings increasing value to Canada. While SCC is committed to prudently managing its financial resources, it is also facing increasing financial pressure as stakeholders are demanding more.

In budgets 2016, 2017 and 2018, SCC received temporary funding to implement several initiatives. This funding has enabled the organization to not only deliver on specific commitments to develop standardization strategies to support innovation, intellectual property rights, cybersecurity and infrastructure adaptation, but also to further promote the value and benefits standardization can contribute to the Canadian society and economy.

To continue to deliver at the current pace and to meet the increasing demands, SCC is researching innovative ways to ensure its ability to provide these services continues. Over the planning horizon, SCC will look to leverage its expertise in standardization to generate additional funding through existing program and service offerings.

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***Celebrating 50 years:** October 2020 marks SCC's 50th anniversary as Canada's trusted advisor in standardization. Celebrating this anniversary is an exciting opportunity to showcase the role of SCC and Canada's standardization network, highlighting the value that standardization brings to the social and economic well-being of all Canadians. It is an occasion to thank SCC's partners and acknowledge their contributions and significant role in Canada's standardization network. This is a time to celebrate the progress SCC has made and recognize the organization's most important assets, its people. The celebrations will launch with a refreshed visual identity and a series of success stories strategically positioned through SCC's communications vehicles. The theme will run through SCC's signature events for World Accreditation Day and World Standards Day. In collaboration with its partners, SCC will avail itself of many opportunities to promote this significant anniversary.*

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## Risk Overview

SCC assesses its overall risks regularly as part of its corporate planning process. SCC uses the international standard *ISO 31000 Risk Management*. The organization also aligns with Treasury Board guidelines as a basis for its risk management practices and to ensure the organization has appropriate strategies in place.

SCC closely monitors risks using its corporate risk register. This register is updated and reported regularly to management and SCC's Audit Committee and Council. As part of SCC's risk management process, the organization also reviews quarterly financial results to assess against ongoing corporate risk areas. Below are the key risks SCC will be monitoring and managing for FY 2020-21:

**Sustainable funding:** Without adequate and sustainable funding levels, SCC's capacity to meet expectations may be eroded. As such, SCC has in place a strategy to grow funding through additional sources, such as the expansion of accreditation services program offerings, as well as requests for additional appropriations.

**Resource capacity:** In order to address risks associated with retaining and attracting the resources required to carrying out its role as trusted advisor in standardization and overseer of Canada's standardization network, SCC has recruitment and retention strategies in place to maintain and grow its high-performance knowledge teams, as well as address the attrition risks associated with both its Accreditation Services technical assessors and Canadian experts in standardization.

**Availability of standards referenced in regulations:** As SCC continues its work to increase the number of standards referenced in regulations, it must also ensure the availability of those standards. Standards are not developed without costs and the intellectual property they contain is protected by copyright. SCC will work with the SDOs to assist in addressing this risk, to review and implement recommendations for increasing the availability of standards referenced in regulations.

**Information management/Information technology:** Without effective processes and tools in place, SCC is at risk of falling behind on delivering its mandated objectives and maintaining its status as an international accreditor. As such, SCC is implementing a multi-year enterprise and digital architecture roadmap towards the modernization of its equipment, and in support of data protection and management.

**Cybersecurity:** SCC's ability to withstand a system threat may be limited without the implementation of a proactive and strong cybersecurity business practices. To address this risk, SCC has a cybersecurity policy and training in place to maintain diligence and awareness. Systems and procedures are also in place to effectively respond, resolve, and recover from cyber incidents.

## 5. Financial Overview



SCC is presenting a plan that aims to maintain its recent growth, that fully delivers on the objectives of current temporary funding programs and aspires to increase its social and economic benefit to Canadians through core mandate programs and activities. To financially support these objectives, SCC intends to generate a total of \$10 million of new revenues over the next five years through its sustainable funding growth initiative.

SCC remains aligned with its strategic priorities by proactively managing its operations, which includes regularly reviewing and maintaining control of its expenses.

### Significant Items

In implementing this plan, SCC will be making investments to ensure the interests, values and diversity of Canada are reflected in both the national and international standardization development spheres. SCC will continue to support its world-class experts and will adopt new strategies to engage next generation professionals and academia.

SCC will also increase spending by \$4.3M over five years, to upgrade and digitize its information technology infrastructure. SCC will continue to develop and implement a digital architecture to bridge SCC's business needs with optimal technology solutions. In addition, to ensure its workforce is well supported and engaged over the planning period, SCC will make measured investments to operationalize the components of its existing and renewed talent management plan.

SCC has received increased funding in recent years in support of its Innovation, Infrastructure, Intellectual Property, and CyberSecure programs. SCC has received:

- \$11.7M over 2016-21 to develop standardization strategies to adapt infrastructure to climate change;
- \$14.4M over 2017-22 to develop standardization strategies in support of Canada's Innovation and Skills Plan and the Innovation Superclusters;
- \$11M over 2018-23 with \$2.3M ongoing per year to develop standardization strategies in support of Canada's intellectual property program; and
- \$1.6M over 2019-22 to develop a certification program in support of Cybersecure Canada.

Expenditures related to commitments made under the various programs will continue to increase until FY 2022-23. Spending will then subside in FY 2023-24 at par with the end of temporary funding. Over the same period, SCC will begin operating, on a full cost-recovery basis, a new national cybersecurity certification program.

## Accumulated Surplus

As a non-profit organization, SCC's accumulated surplus is targeted at \$1.0 million in compliance with SCC's Accumulated Surplus Target Policy. The funds recently received for programs have

contributed to a temporary surplus; however, upon full execution of the programs, these amounts are shown in the plan to be redistributed and consumed rapidly in future periods. The balance of the surplus is being utilized on a multi-year planned program of reinvestment into the organization and infrastructure, advancing SCC's mandate and initiatives over the current and planned horizon.

Consequently, SCC expects to run deficits over the next four years as it draws down on temporary-funded programs, and levels off with a surplus in year five supported by new sustainable funding initiatives.

For the Year Ended March 31 (in thousands of dollars)	Actual 2018- 19	Plan 2019- 20	Forecast 2019- 20	Plan				
				2020-21	2021-22	2022-23	2023-24	2024-25
<b>Net Surplus / (Deficit) for the Year</b>	2,275	-1,060	569	-1,069	-2,352	-1,669	-991	257
<b>Accumulated Surplus, Open</b>	4,286	6,561	6,561	7,130	6,061	3,709	2,040	1,049
<b>Accumulated Surplus, End</b>	6,561	5,501	7,130	6,061	3,709	2,040	1,049	1,306
<b>Accumulated Surplus Target</b>			1,000	1,000	1,000	1,000	1,000	1,000
<b>Excess target available for strategic opportunities / risks</b>			6,130	5,061	2,709	1,040	49	306

## Key Assumptions

SCC's operating and capital budgets are developed based on planned operating activity within the constraints outlined above and include the following assumptions:

- Inflationary effects on salaries and other costs of 2% per year in consideration of expected inflation rates.
- Initial increase in headcount to support new strategic initiatives and then decline in outer years with the sun-setting of temporary funding initiatives.
- Employee vacancy rate assumed at a rate of 10% for the first two years of the plan to capture the expected effect of staffing new positions related to strategic initiatives, and then returning to a base level of 8% in years three through five of the plan reflecting placement of regular ongoing staffing.
- SCC's eligible employees contribute to the Public Service Pension Plan. SCC's responsibility regarding the pension plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada.
- Investment in Information Management/Information Technology initiatives increase from \$0.5M in year one to \$1.4M in year three, tapering off in years four and five.
- Support to Canadian volunteers representing Canada in ISO/IEC technical committees remains constant at \$1M over the five years of the plan.
- In support of CyberSecure Canada, a certification program is being developed, with 10 certification bodies supporting 5000 SMEs by year five, built out using comparable programs as reference, increasing accreditation services revenues by an additional \$2.5M by year five of the plan.

SCC's detailed financial statements and budgets can be found in Appendix B.



# APPENDIX A: Corporate Governance Structure

SCC's Governing Council is supported by two standing committees and two advisory committees as established in the *Standards Council of Canada Act*. It is also supported by an executive team of eight, as well as an additional committee and panel as shown below:



## SCC Council

SCC is governed by a Council, made up of mostly volunteers, that reports to Parliament through the Minister of Innovation, Science and Industry. The Council is comprised of 13 members, 10 of whom are appointed by the federal government and three other members who sit on Council by virtue of the Chair/Vice-Chair positions they hold on statutory committees established in the SCC Act. The Council is responsible for overseeing the strategic direction of the organization, ensuring fulfillment of the mandate and for providing guidance on governance matters.

The Governing Council is appointed to represent a broad spectrum of stakeholder interests in the private and public sector. Members have the knowledge and experience necessary to set the strategic direction of the organization, provide direction on governance issues and ensure the fulfilment of SCC's mandate.

The Council has two standing committees: The Audit Committee and the Corporate Governance Committee). The Audit Committee assists the Council in fulfilling its oversight responsibilities with respect to the financial management of the organization, including financial reporting, internal accounting and financial controls, budgets, the internal and external audit process, risk management, continuous disclosure practices and compliance with ethics-related and statutory requirements, and other oversight responsibilities. The Corporate Governance Committee ensures that the Council fulfills its responsibilities with respect to governance policy development, training programs, monitoring of Council activities, evaluation of Council performance, and oversight of the Chief Executive Officer's objectives and performance.

The Council is supported by two advisory committees as established in the SCC Act:

- **Provincial-Territorial Advisory Committee (PTAC):** PTAC promotes cooperation and communication between the provinces, territories and SCC, and provincial and territorial participation in Canadian standardization activities.
- **Standards Development Organizations Advisory Committee (SDOAC):** SDOAC promotes collaboration and cooperation between SCC and SCC-accredited SDOs.

## SCC's Core Activities

The strategies and policies established by SCC's governing Council are implemented by a non-unionized team of 118, with its head office located in Ottawa. The organization's work is led by its Chief Executive Officer and supported by SCC's Executive Team of seven. SCC's operations are funded by both government appropriations and cost-recovery revenue.

### Office of the CEO:

- **Corporate Secretariat:** The corporate secretariat provides advice, secretariat and governance policy support to SCC's CEO, Council Chair and the Governing Council.
- **Communications:** The communications directorate provides corporate communications services that include internal and external communications planning, a full line of communications products, website and event management, social media and translation services. Its primary function is to inform stakeholders about the organization's mandate, promote the value of standardization and explain the ways SCC activities contribute to the achievement of corporate priorities.

**Strategy and Stakeholder Engagement:** The Strategy and Stakeholder Engagement branch plays a leading role in the development of strategies that enable SCC to achieve its overarching results. The branch works to identify and define the conditions required for Canada to optimize its use of standardization and leads the program areas of innovation and adapting infrastructure to climate change. It provides standardization-related policy advice in the negotiations of Canada's trade agreements and is responsible for research and standards inventory monitoring.

The Strategy and Stakeholder Engagement branch develops outreach strategies and provides advice to address stakeholder objectives. The branch also regularly interacts and consults with key stakeholders including federal, provincial and territorial regulators, as well as industry, to drive the implementation of strategic objectives. The branch also provides secretariat functions to PTAC and the National Public Safety Advisory Committee.

**Standards and International Relations:** The Standards and International Relations branch facilitates Canada's participation in the standards development activities of the ISO and IEC, two of the world's largest voluntary standardization bodies. This involves management of SCC's Canadian Experts Membership Program, which enables the participation of Canadian subject-matter experts in international standardization spheres to ensure Canadian perspectives are reflected.

The branch oversees Canadian standards development activities by SCC-accredited SDOs; sets recommended requirements used for the accreditation of SDOs; provides process governance and guidance to ensure compliance with appropriate requirements for the development, adoption and publication of National Standards of Canada; and manages the sale of ISO and IEC standards and NSCs.

The branch also provides the engagement strategies, project management, and implementation of national and international activities to support innovators in achieving their business objectives through standardization strategies.

In addition, the branch coordinates Canada's interest in regional standards organizations including the Pan American Standards Commission (COPANT), Pacific Area Standards Congress (PASC), Forum of the IEC National Committees of the Americas (FINCA), Asia-Pacific Cooperation Forum (APCF), and Réseau

Normalisation et Francophonie (RNF). The branch also coordinates SCC's engagement in capacity building activities intended to strengthen the standardization infrastructures of key regional and international trade partners.

**Accreditation Services:** SCC's Accreditation Services branch provides accreditation services to over 500 customers, including SCC-accredited SDOs, product, process and service certifiers, management system certifiers, inspection bodies, greenhouse-gas verifiers and validators, personnel certifiers and testing laboratories. The branch is also Canada's compliance monitoring authority that administers the Organization for Economic Co-operation and Development (OECD) Good Laboratory Practice (GLP) quality system. SCC's Accreditation Services branch operates on a cost-recovery basis.

The Accreditation Services branch is a signatory to several mutual recognition agreements and multilateral agreements with international accreditation forums that foster the acceptance of one standard, one certification, one test... accepted everywhere. These forums have been created by accreditation bodies around the world to assist with international acceptance of conformity assessment results. The agreements are part of greater efforts to form a global accreditation system.

**Corporate Services:** The Corporate Services branch provides professional services support to the organization. The branch is responsible for financial management, investment planning and business advisory services, IM/IT, quality management including related auditing, corporate administration, contracting and procurement including travel services.

The branch provides stewardship of SCC's financial resources through ongoing planning, control and engagement with internal stakeholders to create a strong sense of financial acumen as well as delivering on the annual report and corporate plan financials.

Corporate Services is responsible for SCC's digital workspace collaboration tools for external collaborators and developing a more robust and effective customer relationship management system for Accreditation Services.

The branch is also responsible for the development of SCC's Corporate Plan, risk management, responses to parliamentary questions, and access to information and privacy requests.

**Human Resources:** Ensuring a high-performing, engaged, diverse workforce, the Human Resources branch is responsible for managing compensation and employee benefits, recruitment, compliance with employment legislation as well as overseeing employee engagement, employee relations, and training and development strategies.

### **Supporting Bodies: SCC is supported by one advisory panel and one committee, as follows:**

**Accreditation Advisory Panel:** The Accreditation Advisory Panel falls under the purview of SCC's Accreditation Services branch. The panel provides policy advice, with a view to ensuring fairness and impartiality in relevant SCC policies and programming. Its membership includes representatives from Accreditation Services stakeholder groups, including customers, regulators, industry experts or scheme owners and assessors, etc.

**Canadian National Committee for the International Electrotechnical Commission:** The Canadian National Committee of the IEC (CANC/IEC) provides strategic and policy advice to SCC on Canada's priorities for companies operating in the energy, electrotechnical and electrical sector, as well as other IEC-related matters. The committee falls under the purview of SCC's Standards and International Relations branch.

# APPENDIX B: Financial Statements and Budgets

## Basis of Accounting

SCC's financial statements are prepared in accordance with Canadian Public Sector Accounting Standards (PSAS) as established by the Canadian Public Sector Accounting Board.

## Standards Council of Canada Pro Forma Statement of Operations

For the Year Ended 31-Mar (in thousands of dollars)	Actual	Plan	Forecast	Plan				
	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
<b>REVENUE FROM OPERATIONS</b>								
Accreditation revenue	7,868	7,767	7,903	8,594	9,368	10,362	11,386	12,256
SCC eStore	2,064	1,790	1,677	1,809	1,845	1,882	1,919	1,958
Delegate support contributions	360	310	383	411	419	427	436	445
Innovative services	284	430	286	273	280	287	294	301
Other income	452	97	1,015	1,214	1,939	2,511	3,105	4,273
<b>TOTAL REVENUE FROM OPERATIONS</b>	<b>11,028</b>	<b>10,394</b>	<b>11,264</b>	<b>12,301</b>	<b>13,851</b>	<b>15,469</b>	<b>17,140</b>	<b>19,233</b>
<b>EXPENSES</b>								
Accreditation Services	5,898	6,499	5,932	6,900	7,474	7,743	8,253	8,663
Standards Solutions & Strategy	10,609	12,993	13,247	14,480	12,935	10,070	10,274	10,313
Management and Administrative	10,220	9,872	9,488	10,311	10,840	10,954	11,133	11,529
<b>TOTAL EXPENSES</b>	<b>26,727</b>	<b>29,364</b>	<b>28,667</b>	<b>31,691</b>	<b>31,249</b>	<b>28,767</b>	<b>29,660</b>	<b>30,505</b>
<b>DEFICIT FROM OPERATIONS</b>	<b>(15,699)</b>	<b>(18,970)</b>	<b>(17,403)</b>	<b>(19,390)</b>	<b>(17,398)</b>	<b>(13,298)</b>	<b>(12,520)</b>	<b>(11,272)</b>
PARLIAMENTARY APPROPRIATION	17974	17910	17972	18321	15046	11629	11529	11529
<b>NET SURPLUS / (DEFICIT) FOR THE YEAR</b>	<b>2,275</b>	<b>(1,060)</b>	<b>569</b>	<b>(1,069)</b>	<b>(2,352)</b>	<b>(1,669)</b>	<b>(991)</b>	<b>257</b>
ACCUMULATED SURPLUS, OPEN	4,286	7,336	6,561	7,130	6,061	3,709	2,040	1,049
ACCUMULATED SURPLUS, END	6561	6276	7130	6061	3709	2040	1049	1306

## Standards Council of Canada Pro Forma Statement of Financial Position

As at March 31 (in thousands of dollars)	Actual 2018-19	Plan 2019-20	Forecast 2019- 20	Plan				
				2020-21	2021-22	2022-23	2023-24	2024-25
<b>ASSETS</b>								
<b>FINANCIAL ASSETS:</b>								
<b>Cash</b>	6,560	5,609	7,402	6,463	3,300	1,252	1,331	2,124
<b>Accounts receivable:</b>								
<b>Federal departments &amp; agencies</b>	148	334	151	154	157	160	163	166
<b>Other</b>	3,310	3,304	3,379	3,690	3,905	4,141	4,242	4,270
<b>TOTAL FINANCIAL ASSETS</b>	<b>10,018</b>	<b>9,247</b>	<b>10,932</b>	<b>10,307</b>	<b>7,362</b>	<b>5,553</b>	<b>5,736</b>	<b>6,560</b>
<b>LIABILITIES:</b>								
<b>Accounts payable &amp; accrued liabilities</b>	3,451	3,624	3,838	4,143	3,698	3,835	4,488	4,605
<b>Contributions received</b>	15	61	15	15	15	15	15	15
<b>Deferred revenue</b>	1,692	1,976	1,726	1,761	1,796	1,932	2,471	3,020
<b>Deferred revenue - tenant improvement allowance</b>	884	857	938	856	774	692	610	528
<b>TOTAL LIABILITIES</b>	<b>6,042</b>	<b>6,518</b>	<b>6,517</b>	<b>6,775</b>	<b>6,283</b>	<b>6,474</b>	<b>7,584</b>	<b>8,168</b>
<b>NET FINANCIAL ASSETS / (DEBT)</b>	<b>3,976</b>	<b>2,729</b>	<b>4,415</b>	<b>3,532</b>	<b>1,079</b>	<b>(921)</b>	<b>(1,848)</b>	<b>(1,608)</b>
<b>NON-FINANCIAL ASSETS:</b>								
<b>Prepaid expenses</b>	724	1,174	1,024	1,044	1,065	1,086	1,108	1,130
<b>Tangible capital assets (net)</b>	1,861	2,373	1,691	1,485	1,565	1,875	1,789	1,784
<b>TOTAL NON-FINANCIAL ASSETS</b>	<b>2,585</b>	<b>3,547</b>	<b>2,715</b>	<b>2,529</b>	<b>2,630</b>	<b>2,961</b>	<b>2,897</b>	<b>2,914</b>
<b>ACCUMULATED SURPLUS</b>	<b>6,561</b>	<b>6,276</b>	<b>7,130</b>	<b>6,061</b>	<b>3,709</b>	<b>2,040</b>	<b>1,049</b>	<b>1,306</b>



## Standards Council of Canada Pro Forma Statement of Changes in Net Assets

For the Year Ended March 31 (in thousands of dollars)	Actual 2018-19	Plan 2019-20	Forecast 2019-20	Plan				
				2020-21	2021-22	2022-23	2023-24	2024-25
Total annual surplus / (deficit)	2,275	(1,060)	569	(1,069)	(2,352)	(1,669)	(991)	257
Acquisition of tangible capital assets	(826)	(270)	(270)	(225)	(537)	(781)	(356)	(478)
Amortization & writedown of tangible capital assets	2,019	864	440	432	457	472	442	483
(Increase) / decrease in prepaid expenses	429	(12)	(300)	(20)	(21)	(21)	(22)	(22)
<b>INCREASE / (DECREASE) IN NET FINANCIAL ASSETS / (DEBT)</b>	<b>3,897</b>	<b>(478)</b>	<b>439</b>	<b>(883)</b>	<b>(2,454)</b>	<b>(2,000)</b>	<b>(927)</b>	<b>240</b>
<b>NET FINANCIAL ASSETS / (DEBT) BEGINNING OF YEAR</b>	<b>79</b>	<b>3,207</b>	<b>3,976</b>	<b>4,415</b>	<b>3,532</b>	<b>1,079</b>	<b>(921)</b>	<b>(1,848)</b>
<b>NET FINANCIAL ASSETS / (DEBT) END OF YEAR</b>	<b>3,976</b>	<b>2,729</b>	<b>4,415</b>	<b>3,532</b>	<b>1,079</b>	<b>(921)</b>	<b>(1,848)</b>	<b>(1,608)</b>

## Standards Council of Canada Pro Forma Statement of Cash Flows

For the Year Ended March 31 (in thousands of dollars)	Actual 2018-19	Plan 2019- 20	Forecast 2019- 20	Plan				
				2020-21	2021-22	2022-23	2023-24	2024-25
<b>NET CASH FROM OPERATIONS</b>								
Annual surplus / (deficit)	2,275	(1,060)	569	(1,069)	(2,352)	(1,669)	(991)	257
<b>Adjustments for non-cash items:</b>								
Amortization of tangible capital assets	2,019	864	440	432	457	472	442	483
<b>Changes in:</b>								
Prepaid expense	429	(12)	(300)	(20)	(21)	(21)	(22)	(22)
Deferred revenue	14	(61)	88	(47)	(47)	54	457	467
Accounts receivable	(223)	199	(72)	(314)	(218)	(239)	(104)	(31)
Payables and accrued liabilities	664	696	387	305	(445)	137	653	117
Contributions received	1	1	-	-	-	-	-	-
<b>NET CHANGE IN CASH FROM OPERATIONS</b>	<b>5,179</b>	<b>627</b>	<b>1,112</b>	<b>(714)</b>	<b>(2,627)</b>	<b>(1,267)</b>	<b>435</b>	<b>1,271</b>
<b>CASH APPLIED TO CAPITAL TRANSACTIONS</b>								
Additions to tangible capital assets	(826)	(270)	(270)	(225)	(537)	(781)	(356)	(478)
<b>INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>4,353</b>	<b>357</b>	<b>842</b>	<b>(939)</b>	<b>(3,164)</b>	<b>(2,048)</b>	<b>79</b>	<b>793</b>
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>	<b>2,207</b>	<b>5,252</b>	<b>6,560</b>	<b>7,402</b>	<b>6,463</b>	<b>3,300</b>	<b>1,252</b>	<b>1,331</b>
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<b>6,560</b>	<b>5,609</b>	<b>7,402</b>	<b>6,463</b>	<b>3,300</b>	<b>1,252</b>	<b>1,331</b>	<b>2,124</b>

## Section 2: OPERATING BUDGET and NOTES

### 2019-20 Operating Forecast vs. 2019-20 Budget

For the year ended March 31, 2020, SCC forecasts a surplus of \$0.6 million, which is a \$1.7 million variance from its budgeted operating deficit of \$1.1 million.

Much of this variance can be attributed to increased revenues of new service offerings from leveraging expertise in standardization, as well as the decision to write off a previously acquired information technology solution which is no longer being amortized in the current period. The remaining variance is attributable to reduced professional fees spend, driven by timing delays in contracts for programs, reduced information technology expenditures withheld in advance of the development of the renewed SCC information management/information technology strategy, as well as reduced accreditation services activity.

Total revenue from operations is forecast at \$11.3 million, which is higher than the budget of \$10.9 million. This revenue favourability is the result of increases in other income and innovation services of \$0.4 and \$0.1 million, respectively. The additional revenue is related to cost recovery services that SCC will be looking to expand over the next five years. In addition, SCC is forecasting an additional increase of \$0.2 million in other income related to ISO retrocessions from the prior year. The increases in other income and innovative services are offset by reduced revenue from accreditation services of \$0.3 million, because of a delay in planned activity during the first two quarters of the year.

Total operating expenses are forecast at \$28.7 million, which is below budgeted expenses of \$29.3 million. This reduction in expenses is attributed to a \$0.4 million lower than planned professional fees related to contract timing for programs and information management/information technology but will increase over the next five years. Beyond this, expenses in recoverable travel and assessment services will decrease by \$0.2 and \$0.2 million, respectively. This is directly related to lower than planned activity in accreditation services. Increased activity in delegate support, non-recoverable travel and training provide offsetting expenses to reduce activity in other areas.

SCC forecasts appropriations of \$18.0 million, which is \$0.1 million higher than the budgeted amount of \$17.9 million. The increase in appropriation stems from re-imburements of unplanned one-time expenditures of \$0.1 million.

SCC is forecasting a year-end accumulated surplus of \$7.1 million. This surplus is anticipated to be temporary as planned deficits in future years will consume excess surplus.

## 2019-20 Operating Forecast vs. 2020-21 Corporate Plan

For FY 2020-21, SCC is planning a deficit from operations of \$19.4 million, and an overall deficit of \$1.1M, compared to the current year's forecasted deficit from operations of \$17.4 million, which results in an overall surplus of \$0.6M.

Revenues are forecasted to be \$12.3 million in 2020-21, compared to a \$11.2 million forecast for 2019-20. This increase in revenue is driven mainly from an increase in accreditation services revenue of \$0.7 million and new business initiatives of \$0.4 million, which commenced in 2019-20 and will continue into the new fiscal year.

Expenses from operations are planned to be \$31.7 million in 2020-21, a \$3.0 million increase from 2019-20 forecasted spending of \$28.7 million. This increase is mainly due to increased spending in salaries, travel, professional fees and corporate subscriptions. Salaries will increase to \$16.7 million, a \$1.9 million escalation from a 2019-20 forecast of \$14.8 million., which consists of:

- 13 incremental positions to support the final stages of program deliverables (6 FTEs),
- positions being added to increase capacity to assist in the implementation of a digital architecture to bridge SCC's business needs with new technology solutions (2 FTEs)
- additional resources to support new business initiatives (4 FTEs),
- the Human Resources function (1 FTE), and
- the office of the CEO (1 FTE).

Both recoverable and non-recoverable travel will increase slightly over 2019-20 figures of \$0.2 million and \$0.1 million respectively. This is due to increased spending in outreach to young professionals and academia, as well as to promote the various programs SCC is currently supporting. Professional fees are expected to increase to \$6.4 million in 2020-21 from a forecast of \$5.8 million in 2019-20, related to program spending as programs mature. Furthermore, SCC will see an increase in corporate subscriptions of \$0.3 million to support the growing needs at SCC for a rich digital infrastructure.

Appropriations for fiscal 2020-21 are forecasted to be \$18.3 million, a \$0.3 million increase from 2019-20 forecasted appropriations of \$18.0 million, as temporary funding is received to support the following program initiatives: \$3.2 million for the Infrastructure program, \$3.1 million for the Innovation program, \$2.1 million for Intellectual Property, and \$0.6 million for CyberSecure Canada.

SCC's planned year-end accumulated surplus for 2020-21 is \$6.1 million. The balance of SCC's accumulated surplus will be used to fund planned deficits in future years in support of SCC's multi-year planned program of reinvestment into the organization and infrastructure, advancing SCC's mandate and initiatives over the planning horizon.

## Standards Council of Canada Statement of Operations - Cash Basis

For the Year Ended March 31 (in thousands of dollars)	Plan 2019-20	Forecast 2019-20	Plan 2020-2021
<b>REVENUE FROM OPERATIONS</b>			
Accreditation revenue	7,767	7,903	8,594
SCC eStore	1,790	1,677	1,809
Delegate support contributions	310	383	411
Innovative services	430	286	273
Other income	97	1,015	1,214
<b>TOTAL REVENUE FROM OPERATIONS</b>	<b>10,394</b>	<b>11,264</b>	<b>12,301</b>
<b>EXPENSES</b>			
Accreditation Services	6,499	5,932	6,900
Standards Solutions & Strategy	12,993	13,247	14,480
Management and Administrative	8,455	9,215	10,181
<b>EXPENSES</b>	<b>27,947</b>	<b>28,394</b>	<b>31,561</b>
<b>DEFICIT FROM OPERATIONS</b>	<b>(17,553)</b>	<b>(17,130)</b>	<b>(19,260)</b>
<b>PARLIAMENTARY APPROPRIATION</b>	<b>17,910</b>	<b>17,972</b>	<b>18,321</b>
<b>SURPLUS (DEFICIT) FOR THE YEAR - CASH</b>	<b>357</b>	<b>842</b>	<b>(939)</b>
<b>ADJUSTMENTS FOR ACCRUAL BASIS</b>	<b>(1,417)</b>	<b>(273)</b>	<b>(131)</b>
<b>SURPLUS (DEFICIT) FOR THE YEAR - ACCRUAL</b>	<b>(1,060)</b>	<b>569</b>	<b>(1,069)</b>



## Section 3: CAPITAL BUDGET and NOTES

### 2019-20 Capital Expenditures Forecast

Total capital expenditure of \$0.3 million in 2019-20 are on pace to meet SCC's budget.

SCC's capital policy with respect to information management/information technology projects states that any and all costs incurred during the application development and initiation phase of a project will be capitalized, effectively deemed to be assets, not expenses of SCC. The application development phase starts once the following activities have occurred:

- Determination of the existence of needed technology;
- Conceptual formulation of alternatives; and
- Evaluation and selection of the solution.

Forecasted capital spend related to software purchases and development based on the above is \$0.2 million for the 2019-20 fiscal year.

The balance of capital spend in the current forecast of \$0.3 million relates to lifecycle replacement projects, such as hardware and software scheduled refresh, and additional license purchases for existing software solutions.

SCC remains committed to carefully managing the delivery of its integrated business management solutions to upgrade essential tools needed to effectively deliver on key areas of SCC's objectives.

### 2020-21 Capital Plan and Five-Year Capital Investment Plan

SCC's 2020-21 total capital investment budget is planned at \$0.2 million, with a total of \$2.4 million being invested over the five-year period.

Capital related to IM/IT is planned to be \$0.1 million in 2020-21, and \$2.0 million over the following four years.

These investments are for cybersecurity, modernization of SCC's core business systems. With a Cloud first approach, areas of focus for capital related spending will include the following projects:

- Updating SCC's cybersecurity plan;
- Customer relationship management (CRM) solution;
- Modernization of SCC business systems including:
  - Information technology service management system,
  - Collaboration environment – document and records management,
  - Enterprise resource planning, and
  - Integration opportunities for Standards Hub with document management solution
- Data warehousing and business intelligence solutions.

Capital investment in information management/information technology infrastructure will ensure scalability of the organization, accuracy of its information and resiliency of its business systems.

Over the five-year planning period, SCC will continue to invest \$0.1 million per year for furniture, small office equipment lifecycle upgrades, and other minor capital investments such as hardware and software.

## Standards Council of Canada Capital Investment Plan - Cash Basis

For the Year Ended March 31 (in thousands of dollars)	2018-19 Actuals	2019-20		Plan				
		Plan	Forecast	2020-21	2021-22	2022-23	2023-24	2024-25
IM/IT infrastructure equipment	168	70	70	70	70	70	70	70
Software & other	347	175	175	105	417	661	236	358
Furniture & small office equipment	138	25	25	25	25	25	25	25
Leasehold improvements	173	-	-	25	25	25	25	25
<b>TOTAL CAPITAL INVESTMENT PLAN</b>	<b>826</b>	<b>270</b>	<b>270</b>	<b>225</b>	<b>537</b>	<b>781</b>	<b>356</b>	<b>478</b>

## APPENDIX C: Compliance with Legislative and Policy Requirements

### Financial Administration Act

The Standards Council of Canada is a schedule III not-for-profit, charitable Crown corporation compliant with Part X of the *Financial Administration Act* (FAA). In accordance with section 122, SCC annually submits its Corporate Plan, encompassing all business activities, to the Minister of Innovation Science and Industry for the approval of the Governor-in-Council. In line with section 123 and 124 of the Act, SCC also submits its annual operating and capital budgets respectively to the Minister for approval by Treasury Board.

### Official Languages Act

SCC has developed a strong and vibrant official languages strategy built on four principles: 1) compliance, 2) capacity, 3) culture and 4) coherence. The organization has created a work environment that is conducive to the effective use of both official languages. Employees and managers have a clear understanding of expectations with respect to language of work requirements and dealing with the public, and the public can communicate with SCC and receive services in accordance with the applicable legislation at all times.

### Access to Information and Privacy Acts

As part of its commitment to clear and transparent governance, SCC voluntarily reports, through its website, annual summaries of all requests related to both the *Access to Information and Privacy Acts*.

### Conflict of Interest Act

All staff, advisory committee members and board members appointed through the Governor-in-Council process are expected to act honestly, openly and ethically. SCC has established codes of conduct and a code of ethics that all are required to adhere to, and all are required to disclose any conflicts of interest. In addition to these requirements, the Government of Canada requires Governor-in-Council appointees to comply with the *Conflict of Interest Act Summary of Rules for Public Office Holders* and with the pertinent sections of the FAA on conflict of interest. To monitor compliance with these regulations, Council members are also required to declare all conflicts affirming their compliance. SCC also has policies and procedures in place to meet its obligations under the *Canada Labour Code*, *Canada Human Rights Act*, *Employment Insurance Act*, *Employee Equity Act*, *Canada Pension Act*, *Canadian Multiculturalism Act*, and the *Public Service Disclosure Protection Act*.

## Canadian Human Rights Act

The *Canadian Human Rights Act* forms the basis of SCC's *Respectful Workplace Policy*. SCC's Statement of Values identifies the core values of Respect, Integrity and Professionalism. Mandatory training sessions were conducted in 2019 to ensure all employees understand the policy and new staff are trained on the policy moving forward. SCC employees are expected to demonstrate these values in their work every day. These core values are used to:

- Promote positive behaviors in employee relations with each other, as well as with SCC's partners, customers and stakeholders;
- Continuously improve upon and enhance SCC's reputation for excellence and professionalism in its work; and,
- Uphold SCC's fundamental responsibilities and accountabilities as a Crown corporation.

## Employment Equity Act

SCC maintains and administers policies to ensure it provides equitable employment opportunities for all job applicants. This is achieved through an employment policy, and processes designed to ensure that recruitment and selection rules and tools are non-discriminatory and that applications are reviewed and evaluated based on objective and established criteria.

## Trade Agreements

SCC's contracting policy establishes the guiding principles for the procurement of goods and services by the organization. Reflecting the principles of integrity, fairness and open competition, the policy takes into account SCC's obligations under various trade agreements that apply to SCC as a federal Crown corporation.

## Directive on Travel, Hospitality, Conference and Event Expenditures

Pursuant to Section 89 of the FAA, in July 2015 SCC was issued a directive to align its travel, hospitality, conference and event expenditure policies, guidelines and practices with those of the Treasury Board's. As such, SCC updated its Travel, Hospitality, Conference and Event Expenditures Policy and is fully compliant with the requirements of this directive.

## APPENDIX D: Government-wide Priorities

**Transparency and Open Government:** Within required timeframes, SCC openly publishes reports such as annual and quarterly reports, summary Corporate Plans, and *Access to Information and Privacy Acts* inquiries. The corporation aims to respond in a timely manner to all information requests as well as address associated concerns.

**Gender, Diversity and Employment Equity:** While not driven by specific employee targets, SCC benefits from a broadly diverse workforce. Its current workforce capacity of 118 employees speaks over 25 different languages. SCC also prides itself on being an organization of gender balance. Females currently make up 63 per cent of its overall staff and 55 per cent of SCC's leadership team (directors and above).

SCC continues recruitment efforts with diversity in mind, as initiated in FY 2017-18. For example, job opportunities are posted on Ottawa Community Immigrant Services Organization, Careers.Indigenous.link, Aboriginal Finance Officers Association and the Aboriginal Job Centre Canada's FIN Program.

In response to the growing importance of the topic of gender, an internal SCC working group on gender and standardization has been created. The working group is meeting regularly to discuss key work items that are impacted by, or could have an impact on, gender and standards. The goal is to increase awareness on this matter internally. The working group has developed a gender and standardization strategy for SCC, outlining corporate commitments to advancing gender equality. The working group has also developed a work plan that includes SCC-specific activities aimed at engaging staff, as well as opportunities to engage key partners in the international and regional community. SCC's gender and standardization strategy can be found on SCC's website at this link: <https://www.scc.ca/en/about-scc/publications/other-publications/gender-and-standardization-strategy>

**Sustainable Development and Greening Government Operations:** As part of the Government of Canada's objective to adapt infrastructure to climate change impacts, SCC is helping to develop standardization strategies to support decision-making for climate resilient infrastructure. SCC has committed to help develop standardization guidance for weather data, climate information and climate change projections to integrate climate change into infrastructure design. SCC is also supporting the updating of existing infrastructure standards, such as those involved in towers and antenna supporting structures, and the development of new standards, such as flood-resilient design for residential communities to ensure that critical infrastructure across Canada is safe and climate ready. The organization also continues to invest in standardization strategies to bolster the resiliency of northern infrastructure and communities.

**Accessibility:** As a schedule III Crown, SCC is not subject to the *Accessible Canada Act*, however SCC undertook an accessibility audit last year.. While it was determined that SCC is compliant with the act, the organization remains committed to accessibility and will strive towards continual improvement.

**Safe Workspaces:** SCC has updated its policies related to Bill C-65. The policy will be implemented when the bill is passed in parliament. All employees will be trained to increase understanding of the new legislation and its implications



# GLOSSARY

**CEO** Chief Executive Officer

**CETA** Canada-European-Union: Comprehensive Economic and Trade Agreement

**CFTA** Canadian Free Trade Agreement

**FTA** Free Trade Agreement

**FTE** Full Time Equivalent

**GDP** Gross Domestic Product

**GHG** Greenhouse Gas

**GLP** Good Laboratory Practices

**IAAC** Inter-American Accreditation Cooperation

**IAF** International Accreditation Forum

**IEC** International Electrotechnical Commission

**ILAC** International Laboratory Accreditation Cooperation

**IM/IT** Information Management/Information Technology

**ISI** Innovation, Science and Industry

**ISO** International Organization for Standardization

**LAP** Laboratory Accreditation Program

**MLA** Multi-lateral Agreement

**MOA** Memorandum of Agreement

**MOU** Memorandum of Understanding

**NPSAC** National Public Safety Advisory Committee

**NSC** National Standard of Canada

**ORD** Other Recognized Document

**PTAC** Provincial-Territorial Advisory Committee

**SCC** Standards Council of Canada

**SDOAC** Standards Development Organizations Advisory Committee

**SDO** Standards Development Organization

## ENDNOTES

- <sup>1</sup> The Conference Board of Canada. (2015). Getting aligned: How adopting standards affects Canada's productivity and growth. Ottawa: Standards Council of Canada.
- <sup>2</sup> IMFBlog, (2019). New index tracks trade uncertainty across the globe. Retrieved from: <https://blogs.imf.org/2019/09/09/new-index-tracks-trade-uncertainty-across-the-globe/>, accessed 2019-09-18.
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- <sup>4</sup> Board of Governors of the Federal Reserve System. (2019). Does trade policy uncertainty affect global economic activity? Retrieved from: <https://www.federalreserve.gov/econres/notes/feds-notes/does-trade-policy-uncertainty-affect-global-economic-activity-20190904.htm>, accessed 2019-09-18.
- <sup>5</sup> Saphir, Ann. (2019). Trade uncertainty to trim \$850 billion global output. Retrieved from: <https://www.reuters.com/article/us-usa-fed-trade/trade-uncertainty-to-trim-850-billion-global-output-fed-paper-idUSKCN1VQ2KH>, accessed 2019-09-18.
- <sup>6</sup> The report defines technical regulations as “mandatory conformity assessment and other technical requirements that affect goods.” (p. 16).
- <sup>7</sup> Jeff Okun-Kozlowicki, (2016), Standards and Regulations: Measuring the Link to Goods Trade, Office of Standards and Investment Policy, Industry & Analysis, International Trade Administration, U.S. Department of Commerce.
- <sup>8</sup> Parkouda, M. and Marcovitch, I. [Speaking the Same Technical Language: The Trade Impact of Canada's Participation in Regional Standardization Organizations](#). Ottawa: Standards Council of Canada, 2017.
- <sup>9</sup> Tkachuk, David and Day, Joseph A. (2016). [Tear Down These Walls: Dismantling Canada's Internal Trade Barriers](#). Ottawa: Senate Standing Committee on Banking, Trade and Commerce.
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- <sup>16</sup> IPCC, 2018: Global Warming of 1.5°C. An IPCC Special Report on the impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty [Masson-Delmotte, V., P. Zhai, H.-O. Pörtner, D. Roberts, J. Skea, P.R. Shukla, A. Pirani, W. Moufouma-Okia, C. Péan, R. Pidcock, S. Connors, J.B.R. Matthews, Y. Chen, X. Zhou, M.I. Gomis, E. Lonnoy, T. Maycock, M. Tignor, and T. Waterfield (eds.)]. In Press. Retrieved from: <https://www.ipcc.ch/sr15/about/>, accessed 2019-10-09.
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