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Resilience and Adaptation


> Summary of Corporate Plan 2021–2022 to 2025–2026



Standards and conformity assessment are critical enablers of the 21st-century knowledge economy, providing for effective, safe, reliable and interoperable products, services and processes.

As it continues to respond to the COVID-19 pandemic, the **Standards Council of Canada** (SCC) will use standardization to build social, economic and environmental **resilience** across the country—and will evolve itself and Canada’s standardization system to **adapt** to new realities and changing needs.

This plan describes how SCC responded to the unprecedented circumstances of 2020 and defines how the Corporation will pursue its aims to 2025–2026 so that all Canadians can reap the full benefits of standardization.



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Executive Summary

Standardization is a powerful tool for improving health, safety, security and prosperity. To ensure Canadians enjoy those benefits, from 2021–2022 to 2025–2026 the Standards Council of Canada (SCC) will continue to respond to the country’s needs following the COVID-19 pandemic—adapting strategically and contributing to resilience in all aspects of Canadian life.

SCC is a federal Crown corporation dedicated to promoting standardization in Canada, helping Canadian businesses access new markets, and advancing the country’s interests internationally. SCC collaborates closely with accredited standards development organizations (SDOs) and conformity assessment bodies as well as governments at all levels and Canadian experts.

In response to the COVID-19 pandemic, SCC pivoted swiftly to meet emerging needs while adjusting its previously established priorities. It evolved its business model, worked with SDOs to provide no-fee access to standards, adopted methods of remote assessment and transitioned staff to remote working arrangements while seeking new efficiencies.

In its Corporate Plan for 2021–2022 to 2025–2026, SCC proposes activities to sustain the momentum recently generated by the standardization system and additional measures that will further support Canada’s post-pandemic recovery.

A Rapidly Evolving External Environment

Deepening economic protectionism along with the accelerated growth of the digital economy and remote work are affecting international competition, consumer behaviour, questions of privacy and equitable access to technology, cyber risks and the future of work—all of which call in some way or other for standardization to solve key challenges. The consequences of climate change continue to intensify, requiring both adaptation to a “new normal” and measures to mitigate the impacts of climate shifts.

Health is an especially key area of focus emerging from the pandemic, reflected in the priorities of the federal government’s 2020 Speech from the Throne. SCC is already underway in supporting the development of new national standards for long-term care and ensuring a secure supply of personal protective equipment (PPE).

Standardization also has an ongoing role to play in increasing trade opportunities. SCC’s Provincial–Territorial Advisory Committee (PTAC) is continuing to facilitate trade through standardization by bringing stakeholders from across the country together and taking on an increased workload and leadership role in addressing internal barriers to trade.

SCC will continue to raise government and industry awareness of the benefits of standardization for economic growth, trade, health, public safety and overall societal well-being—and to advocate for standards and conformity assessment to be represented in academia and curricula.

Adapting as an Organization

SCC recognizes the need for greater agility to deliver on its commitments, especially with its growing and newly distributed, remote-working team—and for an approach to ensure an orderly and safe return to work post-pandemic. As it takes on more responsibility and encounters greater demand for standardization, SCC will need to continue to evolve and address its long-term resource needs. Given its aging pool of technical experts, the organization needs to continue its efforts to recruit the next generation of professionals into the standardization field.

SCC's initiatives for fiscal years 2021–2022 to 2025–2026 are organized around three strategic priorities: Innovation, Canadian Leadership and Organizational Excellence. This plan outlines several priorities, outcomes and activities related to each of these for the planning period, ranging from support for Canada's health sector and enabling the digital economy to reducing domestic trade barriers, advancing gender-responsive standards, helping Canada become more climate-resilient and modernizing SCC's business tools and service delivery approaches.

The plans laid out here have been set in keeping with SCC's risk management framework and strong financial management practices. SCC is funded in part from revenues generated from its accreditation services and the sale of international standards and in part from Government of Canada appropriations. In 2021–2022, SCC will experience a significant drop in funding, which will impact its momentum in these important areas.

At the same time, the alternative work arrangements, travel restrictions and efficiencies gained in response to COVID-19 have reduced SCC's expenses and strengthened its financial position. Over the planning horizon, SCC will pursue opportunities to increase its revenues by monetizing and expanding its service offerings.

By being responsive and adaptive, SCC has an opportunity to emerge from the COVID-19 period more agile and resilient than before. At the same time, SCC will continue its core activities of responding to the recurrent needs of stakeholders and the standardization system, including helping to find solutions that will bring the Canadian economy back on track.

Resilience and Adaptation

SCC responded quickly to COVID-19 by changing its service delivery approach to help manage the pandemic crisis in Canada. SCC will continue to evolve as the socio-economic and natural environments progress. The shifts made in 2020 will inform new ways of working, collaborating with partners and serving clients for years to come.

Overview

Standards and conformity assessment contribute to social value, they reduce trade barriers and spur innovation. As a responsive, adaptive organization, SCC works with partners in government, industry and throughout the national and international standardization network to ensure Canadians reap the benefits of standardization.

Standardization is an economic driver and a powerful tool for improving health, safety, security and prosperity in Canada and around the world. Since its establishment in 1970 as a registered non-profit charity and non-agent federal Crown corporation, the Standards Council of Canada (SCC) has promoted efficient and effective voluntary standardization in Canada where the law does not expressly provide for standardization activities.

SCC also promotes the uptake of standards by advocating for them to be referenced in regulations and policies. SCC represents and advances Canada's interests on the global stage and provides comprehensive strategies that allow Canadian businesses and innovators to access established and emerging markets—opening a world of possibilities.



Mandate

As set out in its governing legislation, the *Standards Council of Canada Act*, SCC's mandate is to:

- Promote the participation of Canadians in voluntary standards activities
- Promote public and private-sector cooperation in voluntary standardization in Canada
- Coordinate and oversee the efforts of people and organizations involved in Canada's network of standardization professionals
- Function as Canada's national accreditation body
- Foster quality, performance and technological innovation in Canadian goods and services through standardization-related activities
- Develop 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
- » 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.

Canada's Standardization Network

To deliver standardization strategies for Canada, SCC collaborates closely with its accredited SDOs, accredited conformity assessment bodies, governments at all levels and Canadian experts. The broader standardization network also engages industry members,

non-governmental organizations and the general public in standards development and conformity assessment. Employers who support individual's participation in standardization activities are also important players in the standardization network. SCC serves, enables and coordinates network activities.

Figure 1. Canada's Standardization Network



Representing Canada Internationally

As Canada's voice in the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC), SCC promotes national priorities by ensuring the country's place in shaping the international standards of tomorrow. Canada holds 204 leadership roles on ISO and IEC technical committees, including International Chair, Secretary and Convenor. Every year, SCC engages more than 2,800 Canadian experts to champion Canadian interests on technical committees for international standards development.

In January 2020, SCC Chief Executive Officer (CEO), Chantal Guay became the first woman to both lead SCC and represent Canada on the ISO Council, adding to the country's representation on the ISO Technical Management Board that oversees ISO technical committees. SCC also holds governance roles within the IEC, the Forum of IEC National Committees of the Americas (FINCA), the Pan American Standards Commission (COPANT), the Pacific Area Standards Congress (PASC, chaired by SCC's CEO), the Asia-Pacific Economic Cooperation (APEC) and the InterAmerican Accreditation Cooperation (IAAC).

SCC is a member of the Pacific Accreditation Cooperation as well as the International Accreditation Forum Multilateral Recognition Arrangement and the International Laboratory Accreditation Cooperation Mutual Recognition Arrangement, both of which allow members to recognize each other's conformity assessment results, promoting the free flow of goods and services between countries.

Advancing Trade

SCC proactively enhances international trade, promotes global adoption of Canadian technologies and innovations, and coaches Canadian businesses and innovators in the international standards development process. Its expertise is leveraged in the negotiation of international free trade agreements such as the Canada–United States–Mexico Agreement (CUSMA) and the Canada–EU Comprehensive Economic & Trade Agreement (CETA).

Domestically, SCC works closely with federal, provincial and territorial partners to reduce internal trade barriers, and is actively engaged through its PTAC with the Regulatory Reconciliation and Cooperation Table as part of the Canadian Free Trade Agreement (CFTA).

Maintaining a Strong Financial Position

SCC's operations are funded by government appropriations and cost-recovery revenues. The organization has rigorous financial controls and management and a strong and sustainable five-year financial plan. Over the first two years of the Corporate Plan, SCC draws down on an accumulated surplus resulting from previous timing differences between the inflow of temporary funding and program execution. In fiscal year 2023–2024, SCC's financial results level off. In the later stage of its plan to the end of fiscal year 2025–2026, SCC sees further growth to a targeted surplus of \$3 million, resulting from expanded service offerings and the monetization of its services. This surplus is considered a moderate balance to mitigate the risk of unforeseen circumstances.

Resilience and Adaptation

SCC is in a unique position to identify new and emerging trends. SCC's facilitative approach brings stakeholders together to solve challenges, seize opportunities and advance standardization. SCC will continue working in this way throughout the coming planning period to help drive Canada's economy forward.

Operating Environment

External

SCC monitors national and global trends related to its strategic priorities, adapting as needed to contribute to Canada's economic, social and environmental resilience.

Key Trends

- **COVID-19:** By rapidly evolving its business model, working with SDO partners to offer no-fee access to standards, adopting remote assessment methods and more, SCC laid the foundation to emerge from the pandemic more agile and resilient than before.
- **Protectionism and new global dynamics:** The pandemic intensified the global shift toward economic protectionism¹ and exposed the risks of excessive outsourcing in supply chains.² Greater protectionism could affect standardization, which relies on international cooperation—although this can be compensated for to some degree by the development of national standardization strategies.
- **The digital economy and the future of work:** Online shopping and e-commerce have surged and shifts toward remote work and process automation accelerated in the pandemic. Standardization can help ensure that the digital future benefits all people by addressing privacy risks, cyberthreats and infrastructure inequality while enabling Canadians to realize the economic and social benefits of new technologies and applications, from smart cities and smart manufacturing to artificial intelligence (AI) and the Internet of Things (IoT).³
- **Equity and the environment:** Organizations have the opportunity to refocus on human and environmental needs through environmental, social and corporate governance (ESG) approaches. Standardization strategies can help mitigate immediate climate change impacts and drive longer-term adaptations such as distributed energy supply chains.
- **Government of Canada priorities:** Many near-term priorities in the 2020 Speech from the Throne pertain to SCC's work, including calls for new national long-term care standards and a secure supply of personal protective equipment (PPE), the need to resolve supply chain issues, implementing the Action Plan for Women in the Economy and Youth Employment and Skills Strategy and more.
- **Changing trade conditions:** As a trade-dependent nation, Canada is affected by the diminishing importance of traditional trade partnerships and the largely undefined implications of frameworks such as CUSMA, CETA, and the Canadian Free Trade Agreement (CFTA). SCC's PTAC is continuing to facilitate trade through standardization by bringing together stakeholders from across the country and taking a leadership role in addressing trade issues.
- **An evolving standardization system:** Government recognition of the value of standardization is uneven in Canada, and corporate awareness of standards' benefits is relatively low. Standards and conformity assessment are also underrepresented in academia and curricula. SCC has an opportunity to continue advocating for standardization in partnership with the SDOs, who themselves require support as they move to make standards more easily accessible, compete globally, and contend with regionalization and the growing international movement toward "self-declaration".

1 World Economic Forum. Geopolitical power shifts. Retrieved from: <https://reports.weforum.org/global-risks-2018/geopolitical-powershift>, accessed 2020-10-20

2 Liao, R. and Fan, Z. (2020). Supply chains have been upended. Here's how to make them more resilient. World Economic Forum. Retrieved from: <https://www.weforum.org/agenda/2020/04/supply-chains-resilient-covid-19>, accessed 2020-10-20.

3 Eurasia Group. (2020). Eurasia Group's top risks for 2020 Retrieved from: <https://www.eurasiagroup.net/issues/top-risks-2020>, accessed 2020-10-20.

As these trends play out, stakeholders in the standardization system expect many things of SCC: to lead the system nationally and internationally; help firms access new markets; make regulatory regimes more robust; adapt service delivery to new needs and realities; secure roles for Canadian researchers and technical experts in standards development at home and abroad; and more. These expectations factor into SCC's plans going forward.

Resilience and Adaptation

SCC responded decisively when COVID-19 struck. For example, SCC supported regulators in establishing a domestic certification scheme for N95 masks to ensure an adequate supply instead of relying on a U.S. certification process. In implementing this next corporate plan, SCC will contribute further to the resilience of the health care system, supporting the development of standards for long-term care to better meet Canadians' needs for safety and well-being.

Internal

Clear Priorities

SCC enters this planning period with a strong desire to do even more to help Canadian businesses grow, protect Canadian citizens and the environment, and help the country's economy recover from the impacts of COVID-19. This requires business models and tools that support effective, expanded outreach and engagement with stakeholders, customers and staff, ranging from an enterprise architecture strategy to a customer relationship management (CRM) system and clear principles for data governance.

Highly engaged and qualified people are essential to SCC's plans. As it takes on more responsibility and encounters greater demand, SCC will need to continue to evolve and address its long-term resource needs. While the talent market is very competitive and SCC is a small organization with relatively limited opportunities for career progression, the shift to remote work has opened recruitment opportunities outside of the Ottawa market.

Canada's prosperity relies on the efforts of world-class experts who dedicate their time and expertise to lead standardization efforts and to ensure Canadian perspectives are reflected in standards and conformity assessment. As SCC's pool of technical experts is aging, the organization needs to continue its efforts to recruit the next generation of professionals into the standardization field to uphold Canada's international leadership position, and to maintain a sufficient body of qualified assessment personnel to deliver on accreditation activities.

Resilience and Adaptation

SCC took supportive measures in 2020 to help staff adapt in the face of significant change. It will continue to use cross-functional "matrix" teams for agile, multidisciplinary execution as it continues to adopt new modes such as remote service delivery.

Objectives and Activities

SCC's initiatives for fiscal years 2021–2022 to 2025–2026 are organized around three strategic priorities:



Innovation

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



Canadian Leadership

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



Organizational Excellence

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



Strategic priority 1 Innovation

TARGET OUTCOMES:

- Canadian interests and priorities are embedded in standards and conformity assessment to improve Canadian prosperity, resilience, and health and safety.
- Canada's digital environment is improved through standardization strategies that support individual Canadians and organizations and provide greater transparency and trust.

Innovation drives evolution and contributes to the resilience of systems, processes, organizations and societies. SCC is committed to fostering innovations that contribute directly to Canadian prosperity and well-being, with particular focus on the digital economy and climate change and greater emphasis in this planning period on health.

Supporting Canada's Health Sector

Over the next two years, SCC will facilitate the delivery of standards to increase the safety and quality of long-term care in Canada. SCC will also implement the operational recommendations of a workshop agreement on the safe return to work and its future-state strategy. These activities, together with SCC's 2020 fast-tracking of a Canadian certification scheme for PPE, all contribute to Canada's long-term resilience and preparedness. Their success in part will depend on adoption by the provinces and territories to embed the new standards and mechanisms in regulations or quality frameworks to facilitate uptake.

Enabling the Digital Economy

In the digital economy, resilience and adaptation depend on having a strong cybersecurity posture and clear approaches to data governance. SCC will further its efforts on these fronts by advancing the work of the Canadian Data Governance Standardization Collaborative, and accrediting certification bodies to administer the CyberSecure Canada program for small and mid-sized businesses. CyberSecure Canada will get an additional boost in the planning period thanks to Industrial Research Assistance Program (IRAP) sponsorship of 20 companies to be certified by the certification body BULLETPROOF. Work will culminate in the adoption of a National Standard of Canada on cybersecurity for small and medium-sized enterprises (SMEs) in October 2021.

In addition to addressing current digital/technological needs to support Canadian innovation, SCC will strategically pursue next-generation standardization opportunities in areas critical to the economy such as AI, big data, open banking and blockchain. This work will align with and support the enactment of Canada’s Digital Charter, spearheaded by ISED, to build a foundation of trust for an innovative economy and inclusive society.

SCC will also continue to support Canada’s transition to a low-carbon, low-pollution and resource-efficient economy through clean technology (cleantech) standardization. Where appropriate, cleantech companies are supported by SCC’s Innovation program, which guides, facilitates, collaborates with and funds innovators to pursue national and international standardization strategies.

Cybersecurity is critical to the productivity and success of small and mid-sized Canadian companies. SCC’s **CyberSecure Canada accreditation program equips firms with the knowledge and processes they need to protect their IT assets and data.**

Supporting Canadian Innovators

SCC provides standardization strategies to help accelerate the commercialization process for innovative Canadian companies and remove barriers to trade in areas such as AI, data, cybersecurity, agri-tech, ocean tech, virtual and augmented reality, and digital technologies. To date, 59% of surveyed innovators report a positive impact on either job creation, market access or revenue-generation through standardization.

While SCC has been successful serving innovators one on one, the organization aims to further drive the adoption of standards and conformity assessment through sector-wide standardization approaches focused on broadly improving Canadian competitiveness. This will result in Canadian-made standardization strategies that can be referenced in regulations and advanced internationally to benefit Canadian industry, and can be scaled to assist Canada’s Innovation Superclusters Initiative and Economic Strategy Tables.

OBJECTIVE	ACTIVITIES
<p>Canadian interests and priorities are embedded in standards and conformity assessment to improve Canadian prosperity, resilience, and health and safety.</p>	<ul style="list-style-type: none"> • Deliver standardization strategies to help Canadian businesses create jobs, access markets and generate revenue. • Propose and lead regulatory review projects under Treasury Board initiatives for digitalization, cleantech and international standards. • Support the development of new standards to improve the safety and quality of long-term care in Canada. • Strengthen capacity to certify and test PPE under Canada’s new certification standard to ensure supply chain resilience.
<p>Canada’s digital environment is improved through standardization strategies that support individual Canadians and organizations and provide greater transparency.</p>	<ul style="list-style-type: none"> • Accreditation of certification bodies under ISO 17021-1. • Expand service offerings through new and existing programs. • Support the development of Canada’s national standard on cybersecurity. • Identify priorities related to the Canadian Data Governance Standardization Collaborative and develop and implement related action plans.



Strategic priority 2

Canadian Leadership

TARGET OUTCOMES:

- Canada's national standardization system is easy to use and work with and is responsive to the changing needs of Canadian regulators, the economy and society.
- Canadian interests are represented and inform the development of international standards.
- Climate change policies incorporate Canadian and international standardization strategies to support the sustainability of Canadian infrastructure, businesses and communities.

Having a voice in the development of international standards contributes to Canadian economic resilience by providing opportunities to shape standards to Canada's needs and access global markets. International standardization activities also contribute to the evolution of Canada's own standardization system and industries—for example, around AI, where the country's leading role on the ISO technical committee for AI standards will help grow and mature Canada's AI industry and raise the profile of Canadian AI expertise. SCC will continue its strategic effort to uphold Canada's reputation as a trusted advisor and influencer in international standardization—aided by the 2020 appointment of SCC's CEO to the ISO Council, which builds on SCC's ongoing role on ISO's Technical Management Board and roles within the IEC, FINCA, COPANT, PASC, APEC and IAAC.

Canada has the talent, knowledge and commitment to be a world leader in AI. SCC is helping bring that leadership to the fore by being both the convener and project editor of the ISO technical committee on Foundational AI Standards.

Creating New Tools for Standardization

To enhance Canada's standardization capacity, SCC will continue to evolve its "toolbox" that allows SDOs to move standardized approaches forward while recognizing that a full-blown National Standard of Canada (NSC) is not needed or appropriate in every case. This toolbox includes technical specifications, workshop agreements and community-sourced documents that provide speed and agility where technology or the regulatory environment is changing rapidly or where full consensus for an NSC may not be needed. SCC is beginning to track uptake and is seeing the toolbox can be particularly useful in addressing challenges arising from COVID-19. SCC will continue to evolve the toolbox going forward.

Standards and conformity assessment schemes represent valuable forms of IP for Canadian SDOs. SCC is committed to protecting that IP while at the same time ensuring standards are accessible and easily built into regulations and other frameworks for the greatest benefit to Canadians.

SCC's toolbox of **technical specifications, workshop agreements and community-sourced documents** gives SDOs rapid-action alternatives to full-blown national standards development—supporting innovative solutions and boosting the agility of Canada's standardization system.

Embedding Standardization in Academia

The incorporation of standards into curricula increases the participation of faculty and researchers in standards development and related activities. SCC will continue to promote the value of standardization to academia in the coming planning period through its Academia Standardization Engagement Framework, which guides how and where to engage academia to increase the use of standards in research and by students. Academic use of and involvement with standards has increased in the past couple of years; SCC is targeting a year-over-year increase in the use of standards by academia with agreements with SCC of 20% in both the medium and long-term windows of the planning period.

Attracting Next-Generation Talent

Standardization in Canada depends on a vast network of more than 2,800 Canadian experts who participate in regional, national and international committees. Yet recruiting and retaining Canadian experts is a challenge. Without concerted action to attract next-generation talent, Canada could well fall behind internationally. SCC will continue to provide revamped tools and training to current experts so they are equipped and supported to contribute, and will maintain its Young Professionals Recruitment initiative with its framework for engaging future volunteer professionals in standards development.

Reducing Internal Trade Barriers

The Government of Canada is committed to streamlining internal trade through the CFTA—an undertaking with a distinct role for the provinces and territories. The Regulatory Reconciliation and Cooperation Table (RCT) is key to this, leading efforts to establish regulatory reconciliation processes that will address barriers to inter-provincial and -territorial trade. Once a trade barrier is identified for reconciliation, participating governments and

regulators can begin negotiating an agreement to dismantle it. SCC's PTAC successfully led the negotiations and conclusion of the RCT's first reconciliation agreement on the Canadian Registration Numbers (CRNs) for pressure equipment, and will now focus on advancing new work items suggested by the RCT where standardization is identified as an enabler. These may include aligning national licenses for gasfitter technicians and creating regulatory alignment for PPE to safeguard the supply chains of vital products across Canada.

Advancing Gender-Responsive Standards

As the standardization system evolves, it must take into consideration new knowledge and emerging Canadian priorities. With preliminary results indicating just two percent of Canadian standards currently contributing to the United Nations' gender equality goal, SCC is resolved to implement its strategy for gender-responsive standards, which calls for greater participation by women on technical committees (currently at 24% in Canada, with SCC's target to raise this to 27% by the end of the planning period), leading international efforts to develop tools to help build gender considerations into standards development, and research on the gender implications of standards.

Helping Canada Become More Climate-Resilient

Climate change and its impacts continued to dominate the headlines in 2020, with many observers calling the global climate challenge an "existential crisis" for human civilization—one that will urgently need to be addressed after the COVID-19 pandemic recedes. SCC will continue to work with SDOs, Canadian innovators, partners and communities to use standardization fully and effectively to advance Canada's economic, social and governance objectives. Standardization will play a key role to protect the country from climate-related disruptions and establish ways to mitigate further climate impacts.

OBJECTIVE	ACTIVITIES
<p>Canada's national standardization system is easy to use and work with and is responsive to the changing needs of Canadian regulators, the economy and society.</p>	<ul style="list-style-type: none"> • Develop strategies for the uptake of national and international standards in regulations. • Reduce trade barriers through standardization alignment and timely regulatory adoption of standards across the country. • Extend standardization alignment work within the Regulatory Reconciliation and Cooperation Table (RCT) to help reduce technical barriers to trade. • Engage with academic institutions to support their use of international standards through agreements with SCC. • Lead efforts to clarify regulations and laws to ensure referenced standards are accessible while protecting applicable copyrights. • Promote the development of gender-responsive standards.
<p>Canadian interests are represented and inform the development of international standards.</p>	<ul style="list-style-type: none"> • Develop a strategy for Canadian representation on international technical committees. • Advance work item proposals submitted internationally in areas of strategic importance to Canada. • Encourage the participation of young professionals on technical committees. • Maintain representation in regional and international strategic governance roles.
<p>Climate change policies incorporate Canadian and international standardization strategies to support the sustainability of Canadian infrastructure, businesses and communities.</p>	<ul style="list-style-type: none"> • Advocate for the incorporation of ISO/TC207 standards into government regulations and policies. • Promote the uptake of standardization strategies developed under the infrastructure program.



Strategic priority 3

Organizational Excellence

TARGET OUTCOMES:

- SCC has an engaged, healthy and diverse workforce, equipped with effective work tools and practices to deliver SCC's programs and services.
- SCC's delivery model is adapted to provide greater efficiency for stakeholders and meet their evolving needs with remote assessments, digitized service delivery and agile collaborative tools.
- SCC's impact grows through increased demand for its programs and services.

Employee engagement is vital to the success of any organization: it reduces staff turnover, improves productivity and contributes to higher customer retention, all of which help build resilience and drive evolution. Most importantly, engaged employees are happier, both at work and in their lives.

With a high engagement score placing it in the top 25th percentile in 2019–2020, SCC aims to maintain at least that level going forward, as measured in biannual employee engagement surveys. In late 2021 and into the next fiscal year, SCC will begin implementing a workplace reintegration plan and sustainable workplace strategy to optimize its ongoing ability to deliver value for its stakeholders in the new post-COVID-19 environment. Over the longer term, SCC will measure the impact of this strategy.

Recruiting for the Future

As a knowledge-based professional services organization, SCC relies on a diverse, expert team equipped for today's complex, service-oriented economy. SCC will adapt its expanded recruitment efforts to a remote and virtual environment, aiming to attract and retain employees with the right mix of skills to lead Canada's standardization network. SCC prides itself on its ability to operate with respect, integrity and professionalism and service excellence, and all staff receive values and ethics training. Over the planning period, SCC will enhance and strengthen staff capacity through personal and professional development, and will implement a renewed five-year talent management strategy focused on creating an enhanced culture of innovation, diversity and high performance.

Since 2016, the size of SCC's workforce has grown by 40%. This is much higher than for the Canadian federal public service as a whole, a reflection of SCC's increasing importance to Canadian trade, economic growth and innovation. SCC will enhance and strengthen employees' capacity for excellence and development through personal and professional development and training plans, and succession planning. This will bolster SCC's current risk management controls related to staffing. Through skills mapping and the rollout of a new workforce plan, SCC will gain a better understanding of its future needs and identify opportunities to build the competencies and capabilities of its workforce.

SCC's five-year talent management strategy will create an enhanced culture of innovation, diversity and high performance to meet Canada's evolving social, economic and environmental needs.

Modernizing SCC's Business Tools and Service Delivery

SCC needs business processes and tools to meet its mandated objectives, maintain its status as an international accreditor, combat cybersecurity threats, complete its digital transformation, and support flexible, collaborative remote work across mixed-discipline “matrix” teams. All of this depends on implementing a renewed enterprise architecture and modernization roadmap to advance SCC's digital transformation and provide a sustainable, achievable path to replacing end-of-life systems with suitable long-term alternatives.

Beyond new tools, SCC will continue to evolve its ways of working to reflect the post-COVID-19 reality and also the changing needs of stakeholders within the standardization system. A key area of focus will be to continue to enable remote and virtual accreditation to ensure business continuity and effective service delivery.

To increase its impact and generate greater demand for its offerings, SCC is engaged in a stakeholder map implementation project that will provide strategic insights into where and how the Corporation can bring the greatest value for Canadians. This will enable SCC to operationalize a new stakeholder management tool to deepen its effectiveness.

Through the implementation of a new **stakeholder management framework**, SCC will be able to pinpoint opportunities and serve Canadians in a more strategic and coordinated manner.

Certification to ISO 9001

SCC's own quality management system defines policies, processes and procedures for planning and executing business activities in line with a lean process approach. SCC is currently conducting a gap assessment as it works towards certification to *ISO 9001:2015 Quality management systems – Requirements* by 2021–2022, which will be critical to making the organization even more effective.

Growing demand for SCC accreditations services

SCC will spur increased demand for its accreditation offerings by working with and establishing strategic partnerships with other accreditation bodies to tackle common challenges, participating more actively in international committees and working groups, and expanding SCC's international recognition status to reflect the full accreditation program offering.

OBJECTIVE	ACTIVITIES
<p>SCC has an engaged, healthy and diverse workforce, equipped with effective work tools and practices to deliver SCC's programs and services.</p>	<ul style="list-style-type: none"> • Implement a workplace reintegration plan and a sustainable workplace strategy. • Support a workplace that fosters strong employee engagement. • Implement a diversity strategy, including ongoing alignment with government reporting requirements and an employment equity and recruitment plan. • Engage in activities to promote and support a healthy workplace, including mental health. • Develop and implement a workforce plan to better align future resource needs and build the competencies and capabilities of its workforce.
<p>SCC's delivery model is adapted to provide greater efficiency for stakeholders and meet their evolving needs with remote assessments, digitized service delivery and agile collaborative tools.</p>	<ul style="list-style-type: none"> • Provide staff with modern digital tools for collaborative and virtual work, improved stakeholder engagement and robust security. • Work toward certification under ISO 9001: 2015 – Quality management system. • Establish sustainable strategies for remote/virtual accreditation services.
<p>SCC's impact grows through increased demand for its programs and services.</p>	<ul style="list-style-type: none"> • Implement the stakeholder management framework to meet needs and grow demand for SCC offerings. • Grow SCC's international recognition to represent Canadian interests more widely and effectively. • Collaborate with key federal departments that reference standards in their regulations by developing specific standardization strategies that support key initiatives.

Risk Overview

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

SCC is partly funded from appropriations and partly from revenue generated from its operations. In accordance with the *Financial Administration Act*, SCC applies rigorous financial management practices to safeguard those resources. To remain relevant, SCC recognizes the importance of maintaining the confidence of government, industry and other stakeholders in the value of standardization and the role SCC plays to advance it. That confidence requires SCC to meet its organizational requirements and manage its risks effectively in order to maintain its recognition as a trusted advisor and representative on international and regional standardization regimes and bodies.

Below are the key risks SCC will be monitoring and managing in the coming planning period.

Pandemic Response Plan

The operating environment shaped by the COVID-19 crisis has fundamentally changed the focus of standardization. SCC has responded by establishing internal controls and plans to address potential staff reductions due to illness, equipping teams with key tools for remote work and collaboration (ensuring productivity and work-from-home

resilience) and strengthening mental wellness programs and activities such as yoga and virtual coffee chats. The senior leadership team reviews SCC's business continuity plans regularly to ensure the organization can respond effectively to the impact of the pandemic. Externally, SCC is acting on requests for standardization strategies to alleviate the immediate health and safety impacts of the crisis. As the nation embarks on the road to recovery, the standardization system will be relied upon to provide tools and strategies.

Virtual Culture and the Future of Work

An engaging and caring workplace culture has many positive impacts on staff morale and productivity as well as SCC's ability to attract and retain staff, deliver on its mandate and maintain its reputation. SCC will continue to survey employee engagement and to implement a healthy workplace strategy that includes components on mental health—to ensure a vital and vibrant SCC culture. SCC's shift to virtual work is being supported by external experts and work is underway to design its workplace of the future and adapting its culture to a more virtual workplace.

Availability of Core Business Systems

SCC's existing systems, databases and applications will not meet the organization's ongoing needs, affecting the ability of staff to meet core requirements and inhibiting SCC's growth and innovation. Cybersecurity threats also present significant risks. To address these, SCC is developing an IT enterprise architecture and integrated roadmap for IM/IT that includes both IT operations and maintenance. The IT team is cross-training staff to eliminate single points of failure on aging systems. As well, a threat risk assessment has been completed and an action plan is being developed to address any medium or high cybersecurity risks. All employees are required to complete cybersecurity awareness training.

Resource Capacity

SCC's ability to carry out its core functions and achieve impact depends on having access to technical experts, a full complement of key personnel and a right-skilled workforce. To increase the participation of experts, SCC promotes the benefits of contributing to the standardization system and actively recruits the talent of the future. To address the risks of long-term absences or position vacancies, SCC is developing succession plans for all positions and has a recruitment strategy in place. To ensure the availability of qualified assessment personnel to deliver on accreditation activities and meet customer needs, SCC has implemented a long-term assessor resource plan to attract and retain competent and qualified assessors, complemented by new tools and training. In the context of COVID-19, SCC's Accreditation Services has had to quickly pivot to remote and online assessments to mitigate risks to its revenue base, and to safeguard national supply chains for critical personal protective equipment and laboratory testing.

Financial Overview

SCC is listed under Schedule III of the Financial Administration Act (FAA) and conforms to the obligations under Part X of the FAA, with policies and procedures in place to ensure it meets or exceeds its legislated obligations (see Appendix C for more detail).

The organization has demonstrated resilience with strong financial management practices to enable the optimal use of resources. The organization is funded in part by contributions and recovery from accreditation services and the sale of international standards, and from Government of Canada appropriations. Since 2016, SCC has received \$21 million in temporary funding for initiatives in support of climate change adaptation,

innovation, IP protection and cybersecurity. With the financial support for these programs beginning to wind down in 2021–2022, SCC will experience a reduction in funding, which will impact its recent momentum in these important areas. At the same time, the alternative work arrangements, travel restrictions and efficiencies gained in response to COVID-19 have reduced SCC’s expenses and helped maintain its financial position.

The following table provides an overview of the anticipated appropriation funding over the next five years:

Appropriation Funding

For the Year Ended March 31 (in thousands of dollars)	Actual 2019–2020	Plan 2020–2021	Forecast 2020–2021	Plan				
				2021–2022	2022–2023	2023–2024	2024–2025	2025–2026
Baseline Appropriations	10,129	9,229	9,229	9,229	9,229	11,529	11,529	11,529
Temporary Appropriations	7,845	9,092	9,092	5,817	2,400	–	–	–
Total Appropriations	17,974	18,321	18,321	15,046	11,629	11,529	11,529	11,529

SCC is presenting a plan that aims to sustain its recent growth, that concludes the delivery of objectives from 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 complement appropriated funding further, by expanding its service offerings from accreditation services and developing standardization strategies to support areas of strategic importance in the standardization system.

In the short term, SCC’s unprecedented growth will slowly level off. In the mid-term, after SCC has retooled itself, SCC’s plan will drive further momentum and enable further opportunities for reinvestment. Over the planning horizon, the proportion of SCC’s funding from self-generated revenue will increase to support these goals as illustrated in the following table.

Funding Source

Funding source	Actual 2019–2020	Plan 2020–2021	Forecast 2020–2021	Plan				
				2021–2022	2022–2023	2023–2024	2024–2025	2025–2026
Contributions from Services	28%	33%	24%	34%	45%	49%	52%	53%
Sales of international standards	6%	6%	6%	6%	7%	6%	6%	6%
Appropriations	66%	61%	70%	60%	48%	45%	42%	41%

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 maintain its ongoing investments to ensure the interests, values and diversity of Canada are reflected in both the national and international standardization development spheres. SCC will develop and implement an adapted sustainable funding model to support its world-class experts and governance activities in the post-pandemic context and will pursue new strategies to engage next generation professionals and academia.

SCC will also buttress its recent investments and advance its roadmap by completing key digitization and security projects that advance its information technology infrastructure. Over the next five years, SCC will spend an additional \$4.1M, to provide SCC staff with modern digital tools for more efficient and effective work, including collaboration, virtual work, stakeholder engagement and security upgrades. 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 strategy.

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 2016–2021 to develop standardization strategies to adapt infrastructure to climate change;
- \$14.4M over 2017–2022 to develop standardization strategies in support of Canada’s Innovation and Skills Plan and the Innovation Superclusters;

- \$11M over 2018–2023 with \$2.3M ongoing per year to develop standardization strategies in support of Canada’s intellectual property program; and
- \$1.6M over 2019–2022 to develop an accreditation program in support of Cybersecure Canada.

Expenditures related to commitments made under the various programs will continue to increase until fiscal year 2022–2023. Spending will then subside in fiscal year 2023–2024 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 Accreditation Program and will realize revenue growth resulting from expanded service offerings in accreditation services and the development of standardization strategies, reaching \$5.1M by the fifth year of the plan.

Accumulated Surplus

As a non-profit organization, at the direction of Council, SCC’s sets an accumulated surplus target in accordance with SCC’s accumulated surplus target policy to safeguard against unforeseen events. SCC accumulated surplus target will increase progressively from \$1.0 million in 2020–2021 to \$3.0M in 2024–2025 and onwards, recognizing increased uncertainty in SCC’s shift in funding sources. 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 the near future. 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 two years as it draws down on the investments from temporary funding programs, and levels off with an increasing surplus in the following years supported

by new initiatives. Beyond the targeted surplus, SCC will use the funds to make modest investments to sustain its operations.

Accumulated Surplus

For the Year Ended March 31 (in thousands of dollars)	Actual 2019–2020	Plan 2020–2021	Forecast 2020–2021	Plan				
				2021–2022	2022–2023	2023–2024	2024–2025	2025–2026
Net Surplus/ (Deficit) for the Year	166	(1,069)	601	(3,194)	(1,955)	412	665	769
Accumulated Surplus, Open	6,561	7,130	6,727	7,328	4,134	2,179	2,591	3,256
Accumulated Surplus, End	6,727	6,061	7,328	4,134	2,179	2,591	3,256	4,025
Accumulated Surplus Target	–	–	1,000	1,500	2,000	2,000	3,000	3,000
Excess target available for strategic opportunities/ risks	–	–	6,328	2,634	179	591	256	1,025

Key Assumptions

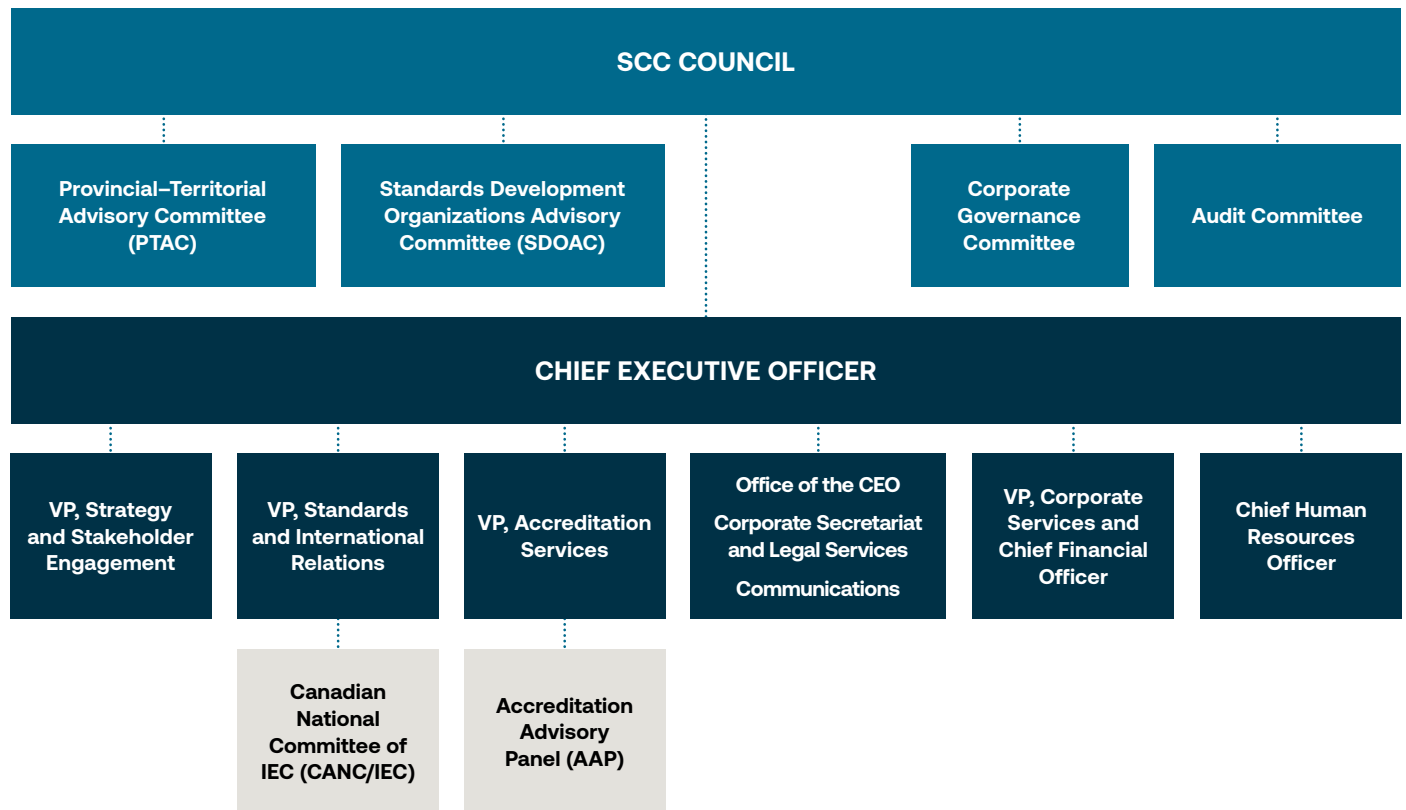
SCC’s operating and capital budgets are developed based on planned operating activity within the constraints outlined above and include the following assumptions:

- Inflationary effects on salaries of 1% in the first year and 2% onwards, and costs of 2% per year based on Bank of Canada targeted inflation rates
- A leveling off in headcount growth with the sun-setting of temporary funding and a reallocation and slight increase in outer years to support expanded service offerings and new strategic initiatives
- Employee vacancy rate assumed at 7% in the first year, 13.5% in the second to account for workforce plan adjustments and then returning to a base level of 10% in years three through five of the plan reflecting placements 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 IM/IT initiatives increase from \$0.6M in year one to \$1.2M in year three, tapering off in years four and five
- Support to Canadian volunteers representing Canada in ISO/IEC technical committees decreases pointedly (80%) in year one from a historic \$1.0M and only recover to \$0.4M in the next four years of the plan, reflecting a significant shift to a virtual/remote evolution
- Travel, hospitality, conferences and events expenditure also decrease by 80% in year one and 60% in the following four, to account for the post-pandemic landscape
- In support of CyberSecure Canada, with 10 certification bodies supporting 5000 SMEs by year five, revenues increase by an additional \$2.5M by year five of the plan
- As a result of nine new service offerings under the Laboratory Accreditation and Management System Accreditation programs coming online over the five-year plan, accreditation revenue growth of \$2.1M over the same period

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:



The Chief Executive Officer (CEO) oversees four Vice-Presidents (VPs), one Chief Human Resources Officer (CHRO), and the Corporate Secretary and Legal Counsel and the Senior Director, Communications. Each VP leads a branch with between 22 and 33 staff and has one or two Directors reporting to them. The CHRO leads a branch of four with one Manager reporting to them.

The CEO’s compensation is determined by the Privy Council Office. The VPs and CHRO are classified at an SCM4 level, with a salary range of \$159,100–\$198,600. In addition to their salaries, the CEO, VPs and CHRO also receive an annual performance bonus, health assessment coverage, health and dental coverage, and monthly parking expenses.

SCC is supported by one advisory panel and one committee:

- **Accreditation Advisory Panel:** A body representing stakeholders in SCC’s accreditation services (customers, regulators, industry experts, scheme owners, assessors, etc.) that provides advice to help ensure fairness and impartiality in relevant SCC policies and programming. The panel falls under the purview of SCC’s Accreditation Services.
- **Canadian National Committee for the International Electrotechnical Commission:** CANCEC provides strategic and policy advice to SCC on Canada’s priorities for companies in the energy, electrotechnical and electrical sectors, and on other IEC-related matters. The committee falls under the purview of SCC’s Standards and International Relations.

SCC Council

SCC is governed by a Council that reports to Parliament through the Minister of Innovation, Science and Industry. The Council has responsibility for the oversight of SCC, holds management accountable for achieving SCC's statutory mandate and corporate objectives, and ensures that significant risks to the Corporation are identified and well managed. It also plays an important role in setting SCC's strategic direction and ensuring alignment with the priorities of the Government of Canada.

The Council is composed of up to 13 members, of whom 10 are appointed by the federal government and three others are members of the Council by virtue of their Chair/Vice-Chair positions on advisory committees established pursuant to the *Standards Council of Canada Act* (SCC Act). Council members are appointed to represent a variety of stakeholder interests in the private and public sectors, and bring a broad range of knowledge and experience to support the fulfilment of SCC's mandate.

The Council has two standing committees: the Audit Committee (AC) and the Corporate Governance Committee (CGC).

Audit Committee (AC): The AC oversee the financial management of the organization, including financial reporting, internal accounting and financial controls, budgets, internal and external audit processes, risk management, continuous disclosure, compliance with ethics-related and statutory requirements, and other oversight responsibilities.

- **Corporate Governance Committee (CGC):** The CGC ensures the Council fulfills its responsibilities regarding governance policy development, recruitment strategies, training programs, monitoring of Council activities, evaluation of Council members' performance, and oversight of the CEO'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 supports 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.

Council Membership

Kathy Milsom's term as Chair ended on November 8, 2020. She will remain on Council as a member. Until such time as a new Chair is designated by the Governor

in Council, our Vice-Chair Colin Clark will act as Chair. One position is currently vacant.

	NAME	START OF CURRENT TERM	END OF TERM	ORDER-IN-COUNCIL APPOINTEE	COMMITTEE
1.	Clark, Colin <i>Acting Council Chair</i>	2018-10-03	2022-10-03	√	CGC
2.	Milsom, Kathy	2017-11-09	2020-11-08	√	CGC Chair (A) / AC
3.	Burse, Tom	2018-10-03	2022-10-03	√	AC Chair
4.	Pierlot, Paul	2019-10-31	2022-10-30		PTAC Chair
5.	Dolan, Jeff	2020-01-14	2023-01-03		PTAC Vice-Chair
6.	Cianchetti, Mary	2017-10-04	2023-10-14		SDOAC Chair
7.	Burns, Michael	2018-10-03	2021-10-03	√	AC
8.	Coallier, François	2018-10-03	2022-10-03	√	CGC
9.	Kassam, Zakiah	2018-10-03	2022-10-03	√	CGC
10.	Reid, Glenda	2018-10-03	2022-10-03	√	AC
11.	Schacter, Brent	2018-10-03	2021-10-03	√	CGC
12.	Winnitoy, Tayt	2019-02-05	2021-02-05	√	AC

Appendix B: Planned Results

Planned Results 2021–2022 to 2025–2026

STRATEGIC PRIORITY: INNOVATION

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

Outcome 1.1. Canadian interests and priorities are embedded in standards and conformity assessment to improve Canadian prosperity, resilience, and health and safety.

ACTIVITY	SHORT-TERM (2021–2022)—YEAR 1		MEDIUM-TERM (2022–2024)—YEARS 2 AND 3		LONG-TERM (2024–2026)—YEARS 4 AND 5		DATA SOURCE/ METHODOLOGY
	Results Indicator	Target	Results Indicator	Target	Results Indicator	Target	
Deliver standardization strategies to help Canadian businesses create jobs, access markets and generate revenue	Number of standardization strategies delivered to help Canadian businesses create jobs, access markets and generate revenue	25 additional standardization strategies delivered to help Canadian businesses gain market advantage Baseline: 68 standardization strategies since inception of programs, 108 total program deliverables (Innovation and IP)	Number of standardization strategies delivered to help Canadian businesses create jobs, access markets and generate revenue	Nine (9) additional standardization strategies delivered by March 31, 2023 Nine (9) additional standardization strategies delivered by March 31, 2024	Program renewal	Program renewed	Internal sources: count the number of strategies
Deliver standardization strategies to help Canadian businesses create jobs, access markets and generate revenue	Percentage of innovative Canadian businesses reporting that standardization strategies have improved job creation, access to market or revenue generation within two years of working with SCC	66% Baseline: 59% target this fiscal	Percentage of innovative Canadian businesses reporting that standardization strategies have improved job creation, access to market or revenue generation within two years of working with SCC	75% by March 31, 2023 75% by March 31, 2024	Percentage of innovative Canadian businesses reporting that standardization strategies have improved job creation, access to market or revenue generation within two years of working with SCC	82% by March 31, 2025 83% by March 31, 2026	Innovation Survey: supported businesses report that standardization work has impacted one of the following: job creation, access to market (national/international) or revenue generation
Propose and lead regulatory review projects under Treasury Board initiatives for digitalization, cleantech and international standards	For proposals accepted and funded by the TBS under the Regulatory Review Program, and where SCC is identified as the lead, develop work plan and initiate work, develop result indicators and identify targets	Workplan completed and work initiated Results indicators to evaluate outcomes are developed Targets are identified Baseline and methodology developed to measure results indicators	As per results indicators developed in 2021–2022	As per targets identified in 2021–2022	As per results indicators developed in 2021–2022	As per targets identified in 2021–2022	Baseline and methodology to be developed under short-term target
Support the development of new standards to improve the safety and quality of long-term care in Canada	Supporting the development of new standards to improve the safety and quality of long-term care in Canada	Development of two (2) standards has started (Stage 20: working draft study initiated)	Creation of new standards to improve the safety and quality of long-term care in Canada Uptake of standards by reference in regulations and guidance or use by long-term care facilities	The two (2) standards have been published by the SDOs Baseline to be defined	Uptake of standards by reference in regulations and guidance or use by long-term care facilities	Increase in the number of provinces that adopt the standards	Internal sources: count number of standards developed MSR—Number of publications
Strengthen capacity to certify and test personal protective equipment (PPE) under Canada's new certification standard to ensure supply chain resilience	Increase in capacity to certify and test PPE to strengthen Canada's supply chain resilience	Two (2) new laboratories and one (1) new certification body Baseline: 1 certification body	Increase in capacity to certify and test PPE to strengthen Canada's supply chain resilience	Two (2) new laboratories and one (1) new certification body	Increase in capacity to certify and test PPE to strengthen Canada's supply chain resilience	Two (2) new laboratories and one (1) new certification body	Internal sources: count the number of new laboratories and certification bodies

Outcome 1.2. Canada’s digital environment is improved through standardization strategies that support individual Canadians and organizations, and provide greater transparency.

ACTIVITY	SHORT-TERM (2021–2022)—YEAR 1		MEDIUM-TERM (2022–2024)—YEARS 2 AND 3		LONG-TERM (2024–2026)—YEARS 4 AND 5		DATA SOURCE/ METHODOLOGY
	Results Indicator	Target	Results Indicator	Target	Results Indicator	Target	
Accreditation of certification bodies under ISO 17021-1	Number of new certification bodies recognized under the CyberSecure Canada certification program for small and medium-sized enterprises	4 certification bodies Baseline: 2 (target for fiscal year 2020–2021)	Number of new cybersecurity certification bodies fully accredited under ISO 17021-1	4 certification bodies by March 31, 2022	Number of Management Systems Accreditation Program (MSAP) applicants (including transfers from CyberNB) accredited to ISO 17021-1 and the Information Security Management System scheme or sub-program	All Management Systems Accreditation Program (MSAP) applicants are accredited to ISO 17201-1 and Information Security Management System scheme or sub-program	Internal sources: count the number of accredited conformity assessment bodies
Expand service offering through new and existing programs	Number of new scheme offerings for management systems certification bodies and LAP	Three (3) new schemes: • ISO 27701 – Information Security Management Systems • Vehicles to Everything under ISO 17025 – Testing and Calibration Laboratories • Aerospace under ISO 17021-1 – also referred to as AS9100 • Baseline: Ten (10) MSAP schemes, nine (9) LAP	Number of new scheme offerings for management systems, certification, and inspection bodies	Four (4) new schemes	Number of new scheme offerings for management systems, certification of persons	Two (2) new schemes	Internal sources: count the number of new scheme offerings
Support the development of Canada’s national standard on cybersecurity	Publication of National Standard of Canada for Cybersecurity	Publication in Q3 2021–2022	Number of SMEs certified or recertified to new standard	1,000 SMEs certified or recertified Baseline: 0	Number of SMEs certified or recertified to new standard	5,000 SMEs certified or recertified	Number of certified SMEs reported by accredited conformity assessment bodies
Identify priorities related to the Canadian Data Governance Standardization Collaborative and develop and implement related action plans	Percentage of prioritized recommendations resulting from the Canadian Data Governance Standardization Collaborative Round 1 that have plans in place Identification of Round 2 standardization priorities	100% Round 2 standardization priorities identified Baseline: Canadian Data Governance Standardization Collaborative roadmap developed identifying Round 1 standardization priorities (fiscal year 2020–2021)	Percentage of prioritized recommendations resulting from the Canadian Data Governance Standardization Round 1 that have implemented plans in place Percentage of prioritized recommendations resulting from the Canadian Data Governance Standardization Round 2 that have plans in place	50% 100%	Percentage of prioritized recommendations resulting from the Canadian Data Governance Standardization Round 1 that have implemented plans in place Percentage of prioritized recommendations resulting from the Canadian Data Governance Standardization Round 2 that have implemented plans in place	100% 50%	Internal sources: percentage of plans fully implemented

Planned Results 2021–2022 to 2025–2026

STRATEGIC PRIORITY: CANADIAN LEADERSHIP

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

Outcome 2.1. Canada’s national standardization system is easy to use and work with and is responsive to the changing needs of Canadian regulators, the economy and society.

ACTIVITY	SHORT-TERM (2021–2022)—YEAR 1		MEDIUM-TERM (2022–2024)—YEARS 2 AND 3		LONG-TERM (2024–2026)—YEARS 4 AND 5		DATA SOURCE/METHODOLOGY
	Results Indicator	Target	Results Indicator	Target	Results Indicator	Target	
Develop strategies for the uptake of national and international standards in regulations	Number of references to standards in federal, provincial and territorial regulations Percentage of update-to-date standards referenced in Canadian federal regulations	Increase in the number of references to standards in federal, provincial and territorial regulations and in the percentage of update-to-date standards referenced in Canadian federal regulations Baseline: 6,048 references to standards as of March 31, 2020 Baseline: 66.1% as of March 31, 2020	Number of references to standards in federal, provincial and territorial regulations Percentage of update-to-date standards referenced in Canadian federal regulations	Increase in the number of references to standards in federal, provincial and territorial regulations and in the percentage of update-to-date standards referenced in Canadian federal regulations	Number of references to standards in federal, provincial and territorial regulations Percentage of update-to-date standards referenced in Canadian federal regulations	Increase in the number of references to standards in federal, provincial and territorial regulations and in the percentage of update-to-date standards referenced in Canadian federal regulations	MSR – increase in the number of regulations and percentage increase in update-to-date standards
Reduce trade barriers through standardization alignment and timely regulatory adoption of standards across the country	Number of new standardization alignment agreements negotiated	One (1) new agreement negotiated Qualitative and quantitative evaluation of CRN agreement completed by end of fiscal year 2021–2022	Number of standardization alignment agreements negotiated	One (1) new agreement negotiated	Number of new standardization alignment agreements negotiated	Two (2) new agreements negotiated	External source: negotiations published on RCT’s website
Extend standardization alignment work within the RCT to help reduce technical barriers to trade	Reduction of technical barriers to trade by standardization alignment work under the RCT and/or PTAC workplans	One (1) additional sector is engaged to be aligned Baseline: Standardization alignment work for gasfitters in fiscal year 2020–2021	Reduction of technical barriers to trade by standardization alignment work under the RCT and/or PTAC workplans	One (1) additional sector is engaged to be aligned	Reduction of technical barriers to trade by standardization alignment work under the RCT and/or PTAC workplans	One (1) additional sector is engaged to be aligned	External source: priority published on RCT’s website
Engage with academic institutions to support their use of international standards through agreements with SCC	Rate of usage of international standards by academia through agreements with SCC	Maintain current rate Baseline: 77 international standards currently used by targeted academia with agreements with SCC	Percentage increase in international standards used by academia through agreements with SCC	By the end of 2023–2024, a 20% increase over 2020–2021	Percentage increase in international standards used by academia through agreements with SCC	By the end of 2025–2026, a 20% increase over 2023–2024	Internal sources: increase in the number of international standards downloaded by academia
Lead efforts to clarify regulations and laws to ensure referenced standards are accessible while protecting applicable copyrights	Clear legislation ensures standards incorporated by reference are accessible while protecting applicable copyright interests	Joint Committee on Scrutiny and Regulations, DoJ, ISED and SDOs are engaged to start defining “accessibility” and protecting copyright interests	Clear legislation ensures standards incorporated by reference are accessible while protecting applicable copyright interests	“Accessible” is further defined in Canadian law through review of relevant sections of the <i>Statutory Instruments Act</i> with the DoJ and TBS. Relevant sections of the <i>Copyright Act</i> are reviewed with ISED and the DoJ to further protect SDO copyright interests. In both cases, SCC and partners to determine next steps/potential timelines if legislative changes are required	Clear legislation ensures standards incorporated by reference are accessible while protecting applicable copyright interests	Work with ISED, DoJ and TBS continues as needed to determine next steps/timelines for potential changes to <i>Statutory Instruments Act</i> and/or <i>Copyright Act</i>	Internal sources: report on progress
Promote the development of gender-responsive standards	Standards development is gender-responsive	Guidance document on developing gender-responsive standards for the UNECE is finalized Baseline: Guidelines finalized fiscal year 2020–2021	Increase in percentage of national standards that contribute to SDG 5, the UN gender equality goal Increase in percentage of mirror committee members who are women Baseline: 24% in 2020–2021	Baseline and methodology defined to measure increase in percentage of national standards that contribute to SDG 5, the UN gender equality goal 1% increase (total 25%)	Increase in percentage of national standards that contribute to SDG 5, the UN gender equality goal Increase in percentage of mirror committee members who are women	Percentage increase over baseline defined in FY 2022–2024 2% increase (total 27%)	Baseline and methodology to be defined under medium-term target Internal sources: percentage increase over previous year in the number of women who participate as mirror committee members

Outcome 2.2. Canadian interests are represented and inform the development of international standards.

ACTIVITY	SHORT-TERM (2021–2022)—YEAR 1		MEDIUM-TERM (2022–2024)—YEARS 2 AND 3		LONG-TERM (2024–2026)—YEARS 4 AND 5		DATA SOURCE/ METHODOLOGY
	Results Indicator	Target	Results Indicator	Target	Results Indicator	Target	
Develop a strategy for Canadian representation on international technical committees	Development of a strategy for Canadian representation on international technical committees	Publication and implementation of standardization strategy	Percentage of targeted priority technical committees with Canadian representation	50%	Percentage of targeted priority technical committees with Canadian representation	80%	Baseline and methodology to be defined as part of the development of the Canadian strategy for representation on international technical committees under short-term target
Advance work item proposals submitted internationally in areas of strategic importance to Canada	Number of new Canadian work item proposals submitted internationally in an area of strategic importance to Canada	Five (5) new Canadian work item proposals submitted internationally Baseline: Three (3) work item proposals submitted internationally	Number of new Canadian work item proposals submitted internationally in an area of strategic importance to Canada	Eight (8) new Canadian work item proposals submitted internationally each year	Number of new Canadian work item proposals submitted internationally in an area of strategic importance to Canada	Ten (10) new Canadian work item proposals submitted internationally each year	Internal sources: count the number of new Canadian work item proposals submitted internationally in an area of strategic importance to Canada
Encourage the participation of young professionals on technical committees	Percentage of young professional members on technical committees	18% of technical committee members are young professionals Baseline: 17% (established in fiscal year 2020–2021)	Percentage of young professional members on technical committees	19% of technical committee members are young professionals in fiscal year 2022–2023 20% of technical committee members are young professionals in fiscal year 2023–2024	Percentage of young professional members on technical committees	21% of technical committee members are young professionals in fiscal year 2024–2025 22% of technical committee members are young professionals in fiscal year 2025–2026	Internal sources: percentage of young professional members on technical committees
Maintain representation in regional and international strategic governance roles	Representation in strategic governance roles regionally and internationally	Maintain current representation numbers Baseline: 51 governance roles	Representation in strategic governance roles regionally and internationally	Maintain current representation numbers	Representation in strategic governance roles internationally	Maintain current representation numbers	Internal sources: count the number of governance roles on regional and international bodies

Outcome 2.3. Climate change policies incorporate Canadian and international standardization strategies to support the sustainability of Canadian infrastructure, businesses and communities.

ACTIVITY	SHORT-TERM (2021–2022)—YEAR 1		MEDIUM-TERM (2022–2024)—YEARS 2 AND 3		LONG-TERM (2024–2026)—YEARS 4 AND 5		DATA SOURCE/ METHODOLOGY
	Results Indicator	Target	Results Indicator	Target	Results Indicator	Target	
Advocate for the incorporation of ISO/TC207 standards into government regulations and policies	Assessment of integration of ISO/TC207 standards (standardization for environmental management systems and tools) in federal, provincial and territorial regulations and policies	Baseline and methodology defined to measure percentage of ISO/TC207 standards incorporated in government regulations and policies	Percentage increase of the incorporation of ISO/TC207 standards by reference in federal, provincial and territorial government regulations and policies	Percentage increase over baseline defined in fiscal year 2021–2022	Percentage increase of the incorporation of ISO/TC207 standards by reference in federal, provincial and territorial government regulations and policies	Percentage increase over baseline defined in fiscal year 2021–2022	Baseline and methodology to be defined under short-term target
Promote the uptake of standardization strategies developed under the Infrastructure Program	Increase in uptake rate of standardization strategies developed under the Infrastructure Program	Baseline and methodology defined to measure the uptake of standardization strategies developed under the Canadian Infrastructure Program	Percentage increase in uptake of standardization strategies developed under the Canadian Infrastructure Program	Percentage increase over baseline defined in fiscal year 2021–2022	Percentage increase in uptake of standardization strategies developed under the Canadian Infrastructure Program	Percentage increase over baseline defined in fiscal year 2021–2022	Baseline and methodology to be defined under short-term target

Planned Results 2021–2022 to 2025–2026

STRATEGIC PRIORITY: ORGANIZATIONAL EXCELLENCE

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

Outcome 3.1. SCC has an engaged, healthy and diverse workforce, equipped with effective work tools and practices to deliver SCC’s programs and services.

ACTIVITY	SHORT-TERM (2021–2022)—YEAR 1		MEDIUM-TERM (2022–2024)—YEARS 2 AND 3		LONG-TERM (2024–2026)—YEARS 4 AND 5		DATA SOURCE/ METHODOLOGY
	Results Indicator	Target	Results Indicator	Target	Results Indicator	Target	
Implement a workplace reintegration plan and a sustainable workplace strategy	Progress against a phased return to workplace, with a plan for a reconfiguration of the office for safety and cultural adaptation to the workplace of the future	First cohort of staff able to return to the office in a safe and flexible manner	Advancement of sustainable workplace strategy	Office reconfiguration for workplace of the future Proactive initiatives to drive culture adaptation and continued development of people’s skills and use of virtual work tools	Adoption of new workplace and plans	Acceptable levels of satisfaction on survey results and achievement of targeted productivity levels 70% of staff with the flexibility to work off-site in hybrid workforce model	Internal sources: employee survey and productivity tools
Support a workplace that fosters strong employee engagement	Maintained or increased employee engagement survey score	Industry’s 25 th percentile Baseline: 25 th percentile (January 2020)	Maintained or increased employee engagement survey score	Industry’s 25 th percentile	Maintained or increased employee engagement survey score	Industry’s 25 th percentile	Based on best available industry results from sourced data
Implement a diversity strategy, including ongoing alignment with government reporting requirements and an employment equity and recruitment plan	Progress against diversity strategy	Strategy is translated into workplan	Progress against diversity strategy	Employment equity and recruitment strategies are fully implemented	Progress against diversity strategy	SCC is recognized as an equitable employer by ESDC	Internal sources: progress against diversity strategy
Engage in activities to promote and support a healthy workplace, including mental health	Activities carried out to promote and support staff mental health in the workplace	Management is trained on how to effectively support mental health in the workplace Baseline and targets established	Percentage of employees reporting having positive well-being in the workplace	Target to be developed from Baseline under short-term target	Percentage of employees reporting having positive well-being in the workplace	Target to be developed from Baseline under short-term target	Internal sources: bi-annual Employee Pulse surveys; SCC cares about me and my well-being; SCC equips me with tools that support my mental health at work
Develop and implement a workforce plan to better align future resource needs and build the competencies and capabilities of its workforce	SCC’s workforce plan enables its key deliverables and mandate	Workforce plan is developed and socialized	SCC’s workforce plan enables its key deliverables and mandate	Workforce plan is implemented	SCC’s workforce plan enables its key deliverables and mandate	SCC has the expertise and capacity to adapt in response to long-term expectations	Internal sources: staffing levels and competencies correspond to business needs, and preparatory level of effort for staffing diminishes

Outcome 3.2. SCC’s delivery model is adapted to provide greater efficiency for stakeholders and meet their evolving needs with remote assessments, digitized service delivery and agile collaborative tools.

ACTIVITY	SHORT-TERM (2021–2022)—YEAR 1		MEDIUM-TERM (2022–2024)—YEARS 2 AND 3		LONG-TERM (2024–2026)—YEARS 4 AND 5		DATA SOURCE/ METHODOLOGY
	Results Indicator	Target	Results Indicator	Target	Results Indicator	Target	
Provide staff with modern digital tools for collaborative and virtual work, improved stakeholder engagement and robust security	<p>Milestones achieved to improve SCC’s cybersecurity posture</p> <p>Milestones achieved to modernize business toolset to improve virtual work and stakeholder engagement</p>	<ul style="list-style-type: none"> Enterprise end point protection is in place Cybersecurity analyst staffed per TRA/CSE requirements Complete implementation of the ASB CRM Board portal statement of requirements is complete 	<p>Milestones achieved to improve SCC’s cybersecurity posture</p> <p>Milestones achieved to modernize business toolset to improve virtual work and stakeholder engagement</p>	<ul style="list-style-type: none"> Implementation of Helpdesk/Asset management is complete Plan to address threat and risk assessment findings fully implemented Intranet design is complete and implementation in progress, to be completed in year 4 of the plan Document and records management statement of requirements is complete Expand CRM capabilities for broader stakeholder engagement Improvements and upgrades to SCC public website are complete Document and records management modernization is in progress, to be completed in year 4 of the plan Datawarehouse and Business Intelligence complete 	<p>Milestones achieved to improve SCC’s cybersecurity posture</p> <p>Milestones achieved to modernize business toolset to improve virtual work and stakeholder engagement</p>	<ul style="list-style-type: none"> Implementation of Virtual Desktop Infrastructure (VDI) is complete SCC is certified to the CyberSecure Canada program Remote assessment application for off-net sites is complete Document and records management modernization is complete Connection of remaining on-premises applications through the SCC cloud gateway is complete 	Internal sources: progress reported against IM/IT roadmap
Work toward certification under ISO 9001:2015 – Quality management system	<p>Number of non-conformities raised during gap assessment resolved</p> <p>(Certification to ISO9001: 2015 Quality management systems)</p>	100% of non-conformities raised are addressed	Certification to ISO 9001 achieved	ISO 9001 certificate	ISO 9001 certificate renewal	Successful surveillance audit and recertification audit	Internal sources: progress against ISO 9001 certification
Establish sustainable strategies for remote/virtual accreditation services	Establishment of sustainable strategies for remote/virtual accreditation services	Plan developed and approved	Establishment of sustainable strategies for remote/virtual accreditation services	Plan fully implemented	Establishment of sustainable strategies for remote/virtual accreditation services	50% of all accreditation services, training and assessor qualification is done remotely	Internal sources: progress against implementation of strategy for remote/virtual accreditation services

Outcome 3.3. SCC's impact grows through increased demand for its programs and services.

ACTIVITY	SHORT-TERM (2021–2022)—YEAR 1		MEDIUM-TERM (2022–2024)—YEARS 2 AND 3		LONG-TERM (2024–2026)—YEARS 4 AND 5		DATA SOURCE
	Results Indicator	Target	Results Indicator	Target	Results Indicator	Target	
Implement the stakeholder management framework to meet needs and grow demand for SCC offerings	Stakeholder engagement strategies in place to meet the needs and grow demand for SCC offerings	Methodology and tools for the collection and analysis of data developed One (1) pilot project implemented	Stakeholder engagement strategies in place to meet the needs and grow demand for SCC offerings	Implementation of methodology for 10 additional stakeholders and organizational readiness to onboard another 10	Stakeholder engagement strategies in place to meet the needs and grow demand for SCC offerings	Implementation of methodology for 10 additional stakeholders	Internal sources: tools and methodology developed
Grow SCC's international recognition to represent Canadian interests more widely and effectively	Canadian interests are more widely and effectively represented as SCC increases its recognition by the international accreditation community	Strategic partnerships with other accreditation bodies are developed	Canadian interests are more widely and effectively represented as SCC increases its recognition by the international accreditation community	SCC is actively engaged in international committees and working groups	Canadian interests are more widely and effectively represented as SCC increases its recognition by the international accreditation community	SCC's full accreditation program offering is recognized internationally	Internal sources: cooperation agreements are in place, SCC is a member of international committees and working groups, SCC expands its accreditation scope internationally
Collaborate with key federal departments that reference standards in their regulations by developing specific standardization strategies that support key initiatives	Number of strategies presented to federal departments to support their key initiatives	One (1) strategy presented to one or more federal departments	Number of strategies presented to federal departments to support their key initiatives	Three (3) strategies presented to one or more federal departments	Number of strategies presented to federal departments to support their key initiatives	Three (3) strategies presented to one or more federal departments	Internal sources, count the number of strategies presented.

Appendix C: 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 March 31 (in thousands of dollars)	Actual 2019–2020	Plan 2020–2021	Forecast 2020–2021	Plan				
				2021–2022	2022–2023	2023–2024	2024–2025	2025–2026
Revenue from Operations								
Accreditation revenue	7,723	8,594	5,897	7,319	9,140	10,722	11,672	12,577
SCC eStore	1,568	1,809	1,510	1,559	1,590	1,621	1,654	1,687
Delegate support contributions	343	411	4	74	151	193	197	201
Innovative services	625	1,101	682	1,343	1,776	1,782	2,538	2,548
Other income	530	386	438	363	366	369	372	376
Total Revenue from Operations	10,789	12,301	8,531	10,657	13,023	14,687	16,433	17,389
Expenses								
Salaries & benefits	15,705	16,680	17,219	17,851	16,032	16,578	17,808	18,381
Training & development	530	299	274	391	392	370	381	398
Travel—recoverable	969	1,067	81	511	1,060	1,085	1,111	1,133
Travel—non-recoverable	1,471	1,705	27	193	392	408	431	459
Canadian delegate financial support	1,444	1,591	3	280	560	560	560	560
Postage & telecommunication	132	115	116	128	131	133	136	139
Conferences & events	454	383	75	118	157	156	159	162
Assessment services & professional fees	5,410	6,424	4,874	6,074	3,955	2,540	2,663	2,727
Accommodation, equipment rentals & repairs	845	786	795	801	817	834	850	867
Corporate memberships	1,242	1,224	1,214	1,241	1,248	1,273	1,298	1,324
Office supplies & other corporate subscriptions	347	691	852	621	1,127	1,195	1,249	1,295
Amortization, insurance, bad debt & other	653	726	721	688	736	672	651	704
Total Expenses	29,202	31,691	26,251	28,897	26,607	25,804	27,297	28,149
Deficit from Operations	(18,413)	(19,390)	(17,720)	(18,240)	(13,584)	(11,117)	(10,864)	(10,760)
Parliamentary Appropriation	18,579	18,321	18,321	15,046	11,629	11,529	11,529	11,529
Net Surplus/(Deficit) for the Year	166	(1,069)	601	(3,194)	(1,955)	412	665	769
Accumulated Surplus, Open	6,561	7,130	6,727	7,328	4,134	2,179	2,591	3,256
Accumulated Surplus, End	6,727	6,061	7,328	4,134	2,179	2,591	3,256	4,025
Accumulated surplus target		1,000	1,000	1,500	2,000	2,000	3,000	3,000
Excess target available for strategic opportunities/risks		5,061	6,328	2,634	179	591	256	1,025

Standards Council of Canada

Pro Forma Statement of Financial Position

As at March 31 (in thousands of dollars)	Actual 2019–2020	Plan 2020–2021	Forecast 2020–2021	Plan				
				2021–2022	2022–2023	2023–2024	2024–2025	2025–2026
ASSETS								
Financial Assets:								
Cash	7,426	6,463	7,228	3,946	1,527	1,039	1,238	2,041
Accounts receivable:								
Federal departments & agencies	211	154	215	219	223	227	232	237
Other	2,829	3,690	1,706	2,131	2,605	2,937	3,287	3,478
Total Financial Assets	10,466	10,307	9,149	6,296	4,355	4,203	4,757	5,756
Liabilities:								
Accounts payable & accrued liabilities	3,841	4,143	1,662	2,072	1,968	1,711	1,768	1,813
Contributions received	2	15	2	2	2	2	2	2
Deferred revenue	1,966	1,761	2,005	2,045	2,086	2,128	2,171	2,214
Deferred revenue—tenant improvement allowance	858	856	776	694	612	530	448	366
Total Liabilities	6,667	6,775	4,445	4,813	4,668	4,371	4,389	4,395
NET FINANCIAL ASSETS/(DEBT)	3,799	3,532	4,704	1,483	(313)	(168)	368	1,361
Non-Financial Assets:								
Prepaid expenses	1,309	1,044	1,062	1,083	1,105	1,127	1,150	1,173
Tangible capital assets (net)	1,619	1,485	1,562	1,568	1,387	1,632	1,738	1,491
TOTAL NON-FINANCIAL ASSETS	2,928	2,529	2,624	2,651	2,492	2,759	2,888	2,664
ACCUMULATED SURPLUS	6,727	6,061	7,328	4,134	2,179	2,591	3,256	4,025

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

For the Year Ended March 31 (in thousands of dollars)	Actual 2019–2020	Plan 2020–2021	Forecast 2020–2021	Plan				
				2021–2022	2022–2023	2023–2024	2024–2025	2025–2026
Total annual surplus/(deficit)	166	(1,069)	601	(3,194)	(1,955)	412	665	769
Acquisition of tangible capital assets	(176)	(225)	(365)	(462)	(318)	(675)	(510)	(205)
Amortization & Writedown of Tangible Capital Assets	418	432	422	456	499	430	404	452
(Increase)/ decrease in prepaid expenses	(585)	(20)	247	(21)	(22)	(22)	(23)	(23)
Increase/(Decrease) in Net Financial Assets/(Debt)	(177)	(883)	905	(3,221)	(1,796)	145	536	993
Net Financial Assets/(Debt) Beginning of Year	3,976	4,415	3,799	4,704	1,483	(313)	(168)	368
Net Financial Assets/(Debt) End of Year	3,799	3,532	4,704	1,483	(313)	(168)	368	1,361

Standards Council of Canada
Pro Forma Statement of Cash Flows

For the Year Ended March 31 (in thousands of dollars)	Actual 2019–2020	Plan 2020–2021	Forecast 2020–2021	Plan				
				2021–2022	2022–2023	2023–2024	2024–2025	2025–2026
Net Cash from Operations								
Annual surplus/(deficit)	166	(1,069)	601	(3,194)	(1,955)	412	665	769
Adjustments for Non-Cash Items:								
Amortization of tangible capital assets	418	432	422	456	499	430	404	452
Changes in:								
Prepaid expense	(585)	(20)	247	(21)	(22)	(22)	(23)	(23)
Deferred revenue	248	(47)	(43)	(42)	(41)	(40)	(39)	(39)
Accounts receivable	418	(314)	1,119	(429)	(478)	(336)	(355)	(196)
Payables and accrued liabilities	390	305	(2,179)	410	(104)	(257)	57	45
Contributions received	(13)	–	–	–	–	–	–	–
Net Change in Cash from Operations	1,042	(714)	167	(2,820)	(2,101)	187	709	1,008
Cash Applied to Capital Transactions								
Additions to tangible capital assets	(176)	(225)	(365)	(462)	(318)	(675)	(510)	(205)
Cash Applied to Financing Transactions								
Increase/(Decrease) in Cash and Cash Equivalents	866	(939)	(198)	(3,282)	(2,419)	(488)	199	803
Cash and Cash Equivalents, Beginning of Year	6,560	7,402	7,426	7,228	3,946	1,527	1,039	1,238
Cash and Cash Equivalents, End of Year	7,426	6,464	7,228	3,946	1,527	1,039	1,238	2,041

Section 2: OPERATING BUDGET and NOTES

2020–2021 Operating Forecast vs. 2020–2021 Budget

For the year ended March 31, 2021, SCC forecasts a surplus of \$0.6 million, which is a \$1.7 million variance from its planned operating deficit of \$1.1 million. Under-spends in travel and professional fees for programs, impacted by COVID-19, and to lesser extent activity delays, are the main contributors to the forecasted surplus.

Total revenue from operations is forecast at \$8.5 million, which is lower than the planned amount of \$12.3 million. This unfavorable revenue variance is explained by decreases in accreditation revenue (\$2.7M), other income (\$0.3M), the sale of standards royalties' revenue (\$0.3M), delegate support contributions (\$0.4M) and innovative services (\$0.1M).

Total operating expenses are forecast at \$26.3 million, which is below budgeted expenses of \$31.7 million. This reduction in expenses can be explained by \$2.7 million in travel expenses, \$1.6 million in delegate support expenses, \$1.6 million in assessment services expenses and professional fees and \$0.3 million in conferences and events. These amounts are offset by increased expenditures in salaries and benefits (\$0.6M) and office supplies (\$0.2M). The increase in office supply is directly related to expenditures needed to adequately equip employees to work remotely due to Covid-19.

SCC forecasts appropriations of \$18.3 million, which is aligned with our budgeted amount.

SCC is forecasting a year-end accumulated surplus of \$7.3 million. This surplus is anticipated to be temporary as planned deficits in future years will consume excess surplus.

2020–2021 Operating Forecast vs. 2021–2022 Corporate Plan

For fiscal year 2021–2022, SCC is planning a deficit from operations of \$18.2 million, and an overall deficit of \$3.2M compared to the current year's forecasted deficit from operations of \$17.7 million, which results in an overall surplus of \$0.6M.

Revenues are planned to be \$10.7 million in 2021–2022, compared to \$8.5 million of revenues forecast for 2020–2021. This increase in revenue is driven mainly from an increase in accreditation services revenue of \$1.4 million resulting from a partial recovery of volume of activities following the pandemic and new business initiatives of \$1.0 million. Further growth is also anticipated in annual fee revenue of \$0.2 million - this will be offset by reductions in delegate support contributions, as well as other miscellaneous puts and takes.

Expenses from operations are planned to be \$28.9 million in 2021–2022, a \$2.6 million increase from 2020–2021 forecasted spending of \$26.3 million. This increase is mainly due to increases in professional fees, salaries, travel, assessment services, and delegate support. Salaries will increase by \$0.6M from \$17.3 to \$17.9 million driven primarily by an anticipated cost of living and allowance adjustment as well as positions currently in place being replaced by new hires at higher pay bands. Both recoverable and non-recoverable travel will see a significant increase over 2020–2021 figures by \$0.4 million and \$0.2 million respectively. This corresponds to an anticipated easing of travel restrictions in place during the pandemic, but still mitigated by a significant shift to more permanent virtual/remote capabilities. Professional fees are expected to increase to \$5.2 million in 2021–2022 from a forecast of \$4.4 million in 2020–2021, related to program spending as programs come to fruition and recover from shifting deliverables as a result of external capacity constraints. Furthermore, SCC will see an increase in assessment services expenses of \$0.4 million as a result of anticipated recovery in services offered through the second half of the year. Delegate support will also increase by \$0.3 million due to the same assumption.

Appropriations for fiscal year 2021–2022 are planned to be \$15.0 million, a \$3.3 million decrease from 2020–2021 forecasted appropriations of \$18.3 million, as our temporary Infrastructure program funding of \$3.2M sunsets, while the CyberSecure Canada program funding is being reduced by \$0.2M, offset by an increase of \$0.1M for the Innovation program. In 2021–2022, appropriations will comprise of \$9.2 million in base appropriations funding, as well as \$3.3 million for the Innovation program, \$2.1 million for IP and \$0.4 million for CyberSecure Canada.

SCC’s planned year-end accumulated surplus for 2021–2022 is \$4.1 million. The balance of SCC’s accumulated surplus will be used to fund planned deficits in the following year 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 2020–2021	Forecast 2020–2021	Plan 2021–2022
Revenue from Operations			
Accreditation revenue	8,594	5,897	7,319
SCC eStore	1,809	1,510	1,559
Delegate support contributions	411	4	74
Innovative services	1,101	682	1,343
Enquiry Point & Notification Services	–	–	–
Other income	386	438	363
Total Revenue from Operations	12,301	8,531	10,657
Expenses			
Salaries & benefits	16,680	17,219	17,851
Training & development	299	274	391
Travel—recoverable	1,067	81	511
Travel—non-recoverable	1,705	27	193
Canadian delegate financial support	1,591	3	280
Postage & telecommunication	115	116	128
Printing & publications	–	–	–
Conferences & events	383	75	118
Assessment services & professional fees	6,424	4,874	6,074
Accommodation, equipment rentals & repairs	786	795	801
Corporate memberships	1,224	1,214	1,241
Translation of National Standards	–	–	–
Office supplies & other corporate subscriptions	691	852	621
Amortization, insurance, bad debt & other	596	1,520	776
Expenses	31,561	27,050	28,985
Deficit from Operations	(19,260)	(18,519)	(18,328)
Parliamentary appropriation	18,321	18,321	15,046
Surplus (deficit) for the year—cash	(939)	(198)	(3,282)
Adjustments for accrual basis	(131)	799	88
Surplus (deficit) for the year—accrual	(1,069)	601	(3,194)

Section 3: CAPITAL BUDGET and NOTES

2020–2021 Capital Expenditures Forecast

SCC forecasts total capital expenditures of \$0.4 million in 2020–2021.

SCC's capital policy with respect to IM/IT 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 based on the above related to software purchases and development is \$0.3 million for the 2020–2021 fiscal year.

The balance of capital spend in the current forecast of \$0.1 million relates to lifecycle replacement projects, such as hardware and software scheduled refresh, additional license purchases for existing software solutions.

SCC remains focused on carefully monitoring the delivery of its IM/IT integrated business management solutions to upgrade essential tools needed to effectively deliver on key areas of SCC's objectives.

2021–2022 Capital Plan and 5-Year Capital Investment Plan

SCC's 2021–2022 total capital investment budget is planned at \$0.5 million, with a total of \$2.2 million being invested over the five-year period.

Capital related to IM/IT is planned to be \$0.3 million in 2021–2022, and \$1.2 million over the following four years with a peak of \$0.7M in fiscal year 2023–2024.

These investments are centered around improving SCC's cybersecurity posture and modernizing business toolsets to improve virtual work and stakeholder engagement. With a Cloud first approach, IM/IT areas of focus for capital related spending will include the following projects:

- Enterprise end point protection;
- Customer relationship management (CRM) solution;
- Modernization and innovation of SCC business systems such as:
 - » IT service management system;
 - » Collaboration environment—document and records management;
 - » Improve and upgrade SCC public website;
 - » Data warehousing;
 - » Document and records management;
 - » Enterprise resource planning;
 - » Integration opportunities for Standards Hub with document management solution; and
- Business innovation through data warehousing and business intelligence solutions.

Capital investment towards IM/IT 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 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)	2019–2020 Actuals	2020–2021		Plan				
		Plan	Forecast	2021–2022	2022–2023	2023–2024	2024–2025	2025–2026
IM/IT infrastructure equipment	85	70	75	70	70	70	70	70
Software & other	59	105	275	342	198	555	390	85
Furniture & small office equipment	4	25	15	25	25	25	25	25
Leasehold improvements	28	25	–	25	25	25	25	25
Total Capital Investment Plan	176	225	365	462	318	675	510	205

Appendix D: Compliance with Legislative and Policy Requirements

SCC has a comprehensive suite of policies to address legislative and policy requirements relevant to its operations. The Corporation monitors the tabling of bills in Parliament to ensure it is prepared for continued compliance with new federal requirements.

Access to Information Act

SCC is subject to the *Access to Information Act* and facilitates the public's right of access to SCC's records through its compliance with the request process as required by the legislation. SCC follows the principles for assisting requesters and endeavours to provide complete, accurate and timely responses to requests made under this act. SCC also delivers training and education on access to information to make its employees aware of their duties and legal responsibilities. As part of its commitment to clear and transparent governance, SCC voluntarily reports through its website annual summaries of all requests related to the *Access to Information Act*.

Canadian Human Rights Act

The *Canadian Human Rights Act* forms the basis of SCC's *Code of Conduct and 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 current staff understand the policy, and new staff are trained on the policy moving forward. In addition, SCC has a suite of policies that govern staffing, salary administration, and workplace violence and harassment prevention.

Conflict of Interest Act

SCC ensures that Council members annually review and affirm their commitment to and compliance with the *Conflict of Interest Act and the Guidelines for Public Office Holders*. Council members are also required to declare any conflicts at each meeting. If any conflicts are raised, they are documented in the minutes of the relevant meeting along with the measures put in place to address each conflict.

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 recruitment and selection rules and tools are non-discriminatory and that applications are reviewed and evaluated based on objective and established criteria.

Official Languages Act

SCC is updating its official languages strategy, which is built on four principles: compliance, capacity, culture and coherence. The organization strives to create 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. Other measures supporting official languages compliance include an in-house translation unit, regular attendance of official languages meetings with federal stakeholders, a two-person official languages champion team and official languages information sessions for all employees.

Privacy Act

SCC is subject to the *Privacy Act* and is committed to protecting and managing personal information with the utmost responsibility and care, and takes steps to protect the information with available safeguards. Personal information collected and held by SCC is listed in Personal Information Banks and published annually in its Info Source chapter, which describes the purpose for the collection, notes any consistent uses, and specifies the retention and disposal standards of the information.

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 it 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. In response, SCC implemented an updated Travel, Hospitality, Conference and Event Expenditures Policy that is fully compliant with the Treasury Board directive.

Further Legislative Requirements

In addition to the above, SCC also has policies and procedures in place to meet its obligations under the *Canada Labour Code*, *Employment Insurance Act*, *Canada Pension Act*, *Canadian Multiculturalism Act* and *Public Servants Disclosure Protection Act*.

Appendix E: Government Priorities and Direction

As a Crown Corporation, SCC reports to the Parliament through the Minister of Innovation, Science and Industry. SCC works to support federal government priorities through targeted actions and the promotion of standardization practices. The following are some of the key areas where the Corporation is contributing.

Supporting Priorities in the 2020 Speech From the Throne

In fall 2020, the Government of Canada set out its priorities for the current session of Parliament. Topping the list was the COVID-19 crisis—in which SCC and Canada's standardization system are already playing a central role. SCC is working with the Health Standards Organization (HSO) and CSA Group to support the development of new national standards for long-term care facilities, and SCC Accreditation Services remain actively involved in ensuring personal protective equipment (PPE) can be tested and certified so it is made available to those who need it most.

SCC will contribute to the Speech from the Throne's commitments to secure and strengthen supply chains by working with stakeholders to encourage and promote the use of the standardization system. SCC is prepared to advise regulators on the role of standardization in bringing critical products to market. SCC will also support businesses through its innovation and IP projects as entrepreneurs rethink traditional programs in the wake of COVID-19 and move toward more creative, digital and climate-friendly solutions.

Internal and international trade were also mentioned as key priorities, and SCC is supporting these as well. Its Provincial-Territorial Advisory Committee (PTAC) is working to advance items through the Regulatory Reconciliation and Cooperation Table to eliminate barriers to free trade between provinces and territories. The Corporation's engagements in the ISO, IEC, WTO and the APEC will continue to help enhance international trade.

Transparency and Open Government

Within required timeframes, SCC openly publishes reports including annual and quarterly reports, summary corporate plans, and inquiries under the *Access to Information Act*. The corporation aims to respond to all information requests and address associated concerns in a timely manner.

Gender, Diversity and Employment Equity

While not driven by specific employee targets, SCC benefits from a broadly diverse workforce—its current workforce of 132 employees speaks more than 25 different languages. SCC also prides itself on being an organization of gender balance. Women currently make up 64 per cent of SCC's overall staff, 37% of managers and 71% of directors.

SCC continues recruitment efforts around diversity initiated in fiscal year 2017–2018. For example, job opportunities have been 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, SCC created an internal working group on gender and standardization to increase awareness and capacity on this issue. The working group meets regularly to discuss key work items that are impacted by or could have an impact on gender and standards. It has developed a gender and standardization strategy for SCC outlining corporate commitments to advancing gender equality, as well as a work plan that outlines SCC-specific activities aimed at engaging staff and building capacity, and 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 and guidance for weather data, climate information and climate change projections to integrate climate change into infrastructure design and decision-making. SCC is also supporting the updating of existing infrastructure standards and the

development of new standards, such as flood-resilient design for new residential communities to ensure that critical infrastructure across Canada is safe and climate ready. The organization continues to invest in standardization strategies to bolster the resiliency of northern infrastructure and communities.

Accessibility

SCC undertook an accessibility audit two years ago with an external service provider. It was determined that SCC does not need to make any substantive changes to its physical workplace. SCC continues to monitor new accessibility standards introduced through regulations under the *Accessible Canada Act*.

Safe Workspaces

SCC has updated its policy related to bill C-65. The new policy is ready to be implemented when the bill comes into effect January 1, 2021. SCC has booked all mandatory training for senior management, human resources and the Joint Committee, and will be conducting mandatory training for all staff and management during the fourth quarter of 2020–2021 to increase understanding of the new legislation and its implications.

Appendix F: COVID-19 Response

SCC reacted swiftly and with agility to the crisis, soliciting proposals from staff and stakeholders in March 2020 as to where standards and conformity assessment could be applied to help Canada weather the most immediate effects of the pandemic.

SCC concluded that the strongest areas of opportunity would be related to:

- Limiting the impact of the crisis on the health and safety of Canadians by giving industry and regulators easy access to essential standards and provide information on conformity assessment capabilities.
- Supporting businesses and supply chains that would be contributing directly to response activities, e.g., for personal protective equipment (PPE), health and medical services and laboratory services.
- Providing opportunities for “non-essential” businesses to safely resume operations and economic activity during a period when mitigation measures would be in place.

SCC-accredited standards development organizations as well as ISO and IEC immediately made a range of critical health and safety standards available at no fee, and SCC acted as a national resource hub for information about these and about related certification bodies.

SCC Accreditation Services adapted to customer needs by re-prioritizing assessment activities so PPE products could be approved quickly and responsibly (fast-tracking of scope extensions in as little as 13 days while respecting quality rules)—waiving all interest on annual assessment fees for 90 days. SCC also worked with industry and government to align standards and conformity assessment with regulatory requirements, which was crucial to getting PPE into the hands of front-line workers.

The standardization system was involved in solving a sensitive issue related to Canada’s PPE supply, as Canada did not have domestic certification capacity for Canadian-made N95 masks. In August, SCC worked with Health Canada to obtain a scope extension for CSA to certify N95 masks in accordance with new Canadian safety and performance specifications and to publish guidance for Canadian manufacturers.

The September 2020 Speech from the Throne specifically articulated the need for standardized rules for the level of care in long-term care (LTC) homes. SCC is coordinating and funding complementary proposals from two standards development organizations for the development of National Standards of Canada. The scopes cover service provisions, infrastructure and infection control.

A common descriptor for these initiatives is that they reinforce SCC’s ability to maximize the impact and relevance of standardization. The solutions are needed, and standardization can help fill a gap in public policies related to the management of COVID-19. Given the uptake and positive response from government and industry, SCC is confident that this groundwork will lead to other value-added work in the context of national recovery.

Supporting the Shift to Virtual Work

SCC continues to make the health and safety of staff its highest priority in the new remote work scenario, including providing financial support to offset the cost of equipping home offices for safe, healthy work and providing ongoing mental health training for support and resiliency. Small, physically distanced team gatherings have taken place outdoors during the summer to promote social connection and well-being.

SCC continues to focus on shifting priorities and monitoring capacity for long-term success. Third-party consultant is leading the design of SCC's future workplace and developing a sustainable return-to-office strategy. It is likely that virtual and remote work will remain key to SCC operations, and the entire organization is undergoing training in virtual facilitation techniques and other skills for virtual culture.

SCC has maintained strong business planning, monitoring and reporting throughout the pandemic period, aligned with its portfolio controls and approach. For the first several months, the CEO attended regular calls with the Deputy Minister of ISED and the business continuity planning teams holds bi-weekly virtual meetings. SCC has expanded its communication and outreach to all staff through channels including a weekly newsletter, a monthly virtual town hall, an online information hub and other *ad hoc* communications as required to reduce uncertainty and share measures taken to support staff.



Glossary

Abbreviations and acronyms used in the plan:

AAP	Accreditation Advisory Panel	IM/IT	Information Management/ Information Technology
AB	Accreditation body	IoT	Internet of Things
AC	Audit Committee	IP	Intellectual property
AI	Artificial intelligence	IRAP	Industrial Research Assistance Program
APEC	Asia-Pacific Economic Cooperation	ISED	Innovation, Science and Economic Development
CANC/IEC	Canadian National Committee for the International Electrotechnical Commission	ISO	International Organization for Standardization
CETA	Canada-European-Union: Comprehensive Economic and Trade Agreement	ITU	International Telecommunications Union
CFTA	Canadian Free Trade Agreement	LAP	Laboratory Accreditation Program
CGC	Corporate Governance Committee	MSAP	Management System Accreditation Program
COPANT	Pan American Standards Commission	MSR	Monitoring Standards in Regulations
CRM	Customer relationship management	NSC	National Standard of Canada
CRN	Canadian registration numbers	PASC	Pacific Area Standards Congress
CUSMA	Canada-United States-Mexico Agreement	PPE	Personal protective equipment
ERM	Enterprise risk management	PTAC	Provincial-Territorial Advisory Committee
ESG	Environmental social and corporate governance	RCT	Reconciliation and Cooperation Table
FAA	Financial Administration Act	SCC	Standards Council of Canada
FINCA	Forum of IEC National Committees of the Americas	SDOAC	Standards Development Organizations Advisory Committee
FTE	Full-time Equivalent	SDO	Standards Development Organization
IAAC	Inter-American Accreditation Cooperation	SME	Small medium enterprises
IAF	International Accreditation Forum	TBS	Treasury Board Secretariat
IEC	International Electrotechnical Commission	TCA	Tangible Capital Assets
ILAC	International Laboratory Accreditation Cooperation	WEF	World Economic Forum
		WHO	World Health Organization
		WTO	World Trade Organization