



Standards Council of Canada
Conseil canadien des normes

Standardization: Shaping Canada's Future



**SUMMARY OF
CORPORATE PLAN
2019-2020 TO 2023-2024**

**SUMMARY OF
OPERATING BUDGET
FOR 2019-2020**

**SUMMARY OF
CAPITAL BUDGET
FOR 2019-2020**

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HOW TO REACH US

Standards Council of Canada
55 Metcalfe Street, Suite 600, Ottawa, Ontario K1P 6L5
Telephone: +1 613 238 3222 Fax: +1 613 569 7808 www.scc.ca

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1. From our CEO



I am excited to be at the helm of the Standards Council of Canada (SCC), helping to steer the organization's course over the five-year planning period. And I am very pleased to put forward my first Corporate Plan as Chief Executive Officer (CEO), a plan that strongly executes on SCC's mandate featuring our strategic priorities of Innovation, Canadian Leadership, and Organizational Excellence.

This plan furthers an important transformation to strengthen SCC as the premier standardization organization and elevate Canada's credibility nationally, regionally and internationally. SCC will accomplish this through strong collaboration with our partners in Canada's standardization network: Standards Development Organizations (SDOs) and other accredited organizations, Canadian experts and technical assessors, provincial, territorial and federal government regulators and policy-makers, Innovation, Science and Economic Development Canada (ISED) portfolio members, international and regional standardizations bodies, consumers and non-government organizations, and our industry partners. We will also extend our outreach to new innovative partners and academia as we execute our plan to bring heightened value to Canada.

Standards must be at the forefront if Canada is to reach its full economic potential. In this plan, we continue our important work to support the government's priorities including innovation, intellectual property, infrastructure, the environment, and trade, while working hand-in-hand with cutting-edge companies to create advantages that give them a competitive edge. We are also focused on providing standardization strategies to key Canadian sectors that will benefit our economy the most—sectors such as clean technology, agri-food, health and bio sciences, digital industries, resources of the future, advanced manufacturing, and to emerging sectors such as artificial intelligence and big data.

Our ability to execute this plan relies heavily on an expert and diverse team of professionals equipped with the right tools to deliver in today's complex and service-oriented economy. We will continue our organizational focus on excellence in order to retain and attract standardization professionals and modernize our business tools to fully deliver on our commitments in support of our mandate and this plan.

As I look ahead to the next five years, I am excited about the future and where SCC is heading. I am confident that our management team and staff possess the passion, knowledge and expertise needed to make sure our organization will adapt to the ever-changing requirements of today's world. And I know that it is by working with all of our valued standardization partners that we will provide the strong, flexible and efficient standardization network needed now and in the future.

2. Executive Summary



SCC will retain its focus to deliver on the following vision and three strategic priorities:

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

- Innovation
- Canadian Leadership
- Organizational Excellence

Innovation

In today's global marketplace, innovation is the path to economic health and growth. It drives economies. We want to make sure Canada isn't left behind, so it is critical that we establish ourselves as a nation of innovators. To do this, we must find ways to transform our ideas into marketable products, services and business models. That's where standardization—and the SCC—come in.

As we further strengthen our position as a premier standardization organization, we will continue to work with the Government of Canada to ensure our nation is at the forefront in the global innovation race. To do this, we search for ways to build standardization into the development process for new ideas, breakthroughs, and technologies. By supporting Innovation, Science and Economic Development Canada's (ISED's) Innovation and Skills Plan, we help ensure Canadian interests and priorities are embedded in new standards and conformity assessment schemes that will help Canadian businesses gain market advantage.

By developing standardization strategies for Canadian innovators—and advancing those strategies nationally, regionally or internationally—Canada can gain a position of leadership and market access. In fact, standardization is becoming increasingly essential to innovators and as such, we are focused on supporting the development of national and international standards in new and emerging sectors of strategic importance to Canada. Moving forward, we will continue to seek out and engage additional innovators to help advance their Canadian-made ideas and products through standardization.

SCC is supporting Canada's Intellectual Property (IP) Strategy to help Canadian innovators and entrepreneurs better understand, protect and commercialize IP. We are working with industry to develop standardization strategies that ensure IP is leveraged during the standards-setting process to improve market access both at home and abroad.

We also know that small and medium-sized enterprises (SMEs) are the backbone of the Canadian economy and are where innovative ideas take root and grow. That is why we are partnering with ISED and the Communications Security Establishment to develop an easy-to-use, cost-effective, National Cybersecurity Certification Program to help SMEs thrive in an increasingly insecure world. This program will enable SMEs to protect themselves, their customers and their suppliers against cyber-security threats so they can prosper in the years ahead.

International studies continue to provide evidence of the link among standardization, labour productivity and economic growth. Under Canada's Supercluster Initiative, small, medium-sized and large companies, academic institutions and not-for-profit organizations have come together to create bold and ambitious strategies to give Canada a competitive and economic advantage. SCC and our partners in standardization are actively supporting many of these new initiatives. In our plan, we are collaborating with ISED to ensure that innovative companies in superclusters are aware of the appropriate standardization tools and services to commercialize their trailblazing breakthroughs, and that we can continue to help them shape marketplace rules to their advantage.

Canadian Leadership

In our increasingly globalized world, it is more critical than ever for Canada to have leadership positions at the international standardization tables. If we want the international standards being developed to be in our best interests, we must have Canadian experts speaking on our behalf. By improving SCC's member program for Canadian experts, we will provide both existing and new members with the expert support, skills and knowledge to heighten their effectiveness in international committees. Going forward, we will continue to find ways to attract and retain Canada's most qualified experts to sit on international standards forums, through our young leaders program, enhanced Canadian experts toolkit, and modernized collaboration platform. And as Canada's national accreditation body, SCC is developing a resource plan to attract and retain an expert pool of assessors to manage current and future accreditation needs.

Recent studies confirm that standardization plays an important role in improving productivity, facilitating trade and new market development. We will therefore expand our work as a trusted advisor and international standardization leader by facilitating trade with key partners. Through the implementation of this plan, we will provide standardization-related advice to the Government of Canada on trade agreements, such as within the Pacific Alliance, Mercosur and with China.

SCC will contribute to the work that has already begun to eliminate the differences in certification and testing requirements that have stopped products, tradespeople and professionals from moving freely between Canadian provinces or territories. Our Provincial-Territorial Advisory Committee (PTAC) is key to efforts to removing these internal trade barriers which are a priority for the Government of Canada, and the *Canadian Free Trade Agreement* (CFTA) is a big step toward removing these inefficiencies. SCC will support the implementation of the CFTA by working closely with provinces and territories towards the alignment and timely adoption of standards and codes in regulations. This work will help improve coordination across Canada, breaking down the internal trade barriers that stall Canada's economic growth, and reducing costs for consumers.

In support of Canada's six Economic Strategy Tables of: clean technology, agri-food, health/bio sciences, advanced manufacturing, digital industries and resources of the future, SCC is developing standardization strategies to help advance the economic strengths of each Table through the standards-setting process.

Standardization is key to adapting to environmental impacts as a result of climate change. SCC also continues to advance its important work in support of Canada's Climate Plan with key partners within our network, including SDOs and other accredited organizations, our Canadian experts and technical assessors, provincial, territorial, and federal government regulators and policy makers, ISED portfolio members, consumers and non-government organizations, and our industry partners, regarding the update of existing infrastructure standards to include elements dealing with resiliency to climate change.

Organizational Excellence

As we collaborate with our standardization partners to provide greater opportunities for Canada, our aim is to advance a standardization network that is increasingly more strategic, efficient, and adaptable. SCC is focused on ensuring that all partners within the network work together to provide innovative approaches and support Canada's strategic priorities.

Building a strong standardization network that can help our nation, its citizens, and businesses thrive in the years ahead requires highly qualified and engaged staff. As such, we will focus on attracting and retaining an expert and diverse team of professionals to help us deliver on our mandate and priorities. Our engagement strategy will include providing each employee with the personal and professional development they need to ensure they have the skills and know-how to contribute their best to the organization. Our talent management strategy will include succession plans so we continue to have the best people going forward.

But our ability to deliver on our priorities—and provide the innovative and high-quality services our customers and stakeholders need to succeed—doesn't just depend on having the right people. We also need to have the right tools and processes that meet the requirements of the 21st century digital economy. SCC will adapt and modernize its business tools and online platforms to better support staff, customers, our Canadian experts and other stakeholders. This includes increasing our outreach with stakeholders through a modernized digital workplace collaboration tool for standards management that is more intuitive and user-friendly.

To deliver on our promise to build a stronger standardization network that can fuel a more competitive and innovative Canadian economy, we will manage SCC's financial plan efficiently and effectively. At SCC, we use the international standard CAN/CSA ISO 9001- *Quality Management* to demonstrate our ability to consistently provide highest quality services that meet customer and regulatory requirements. We will ensure that risk is well managed and all available assets are used effectively so we can continue to develop initiatives that are in the best interests of Canada and all Canadians.

3. Operating Environment



Governments around the world are getting increasingly involved in standardization and are using standards for strategic economic advantage. In fact, research has shown that between 1981 and 2014, standardization contributed 7.8% of the growth rate in Canada's real GDP and 16.1% in the growth of labour productivity. In 2014 alone, standards contributed nearly \$3 billion of the \$39 billion increase in Canada's real GDP. SCC has been at the forefront of ensuring that standardization works for Canada and that areas of strategic importance to the country, e.g. clean technology and innovation, are reflected in international standardization solutions.

As part of its planning process, SCC conducts a scan of its operating environment. This includes the monitoring of national and global trends, as well as social, economic and political factors that may impact on our ability to deliver our strategic priorities and in support of our vision to drive prosperity and well-being for Canada through innovative standardization. There are three main areas that require strategic attention and focus for SCC to further position itself as a premier standardization organization. These are: Global Competition, Digital Transformation, and Modernization of Canada's Standardization Network.

Global Competition

In leading developed countries, national standards bodies play a critical role in implementing national strategies to advance their economic, political, social and environmental interests. This is done through standards setting and by being at the negotiating table internationally and regionally. For example, countries are making concerted efforts to embed their intellectual property in standardization. By being standards-setters, countries gain a competitive advantage that can result in pressures on others to adopt their technologies. Under SCC's priority of Innovation, we are ensuring that Canadian companies are taking full advantage of standardization strategies to commercialize, open new markets and compete in the global economy.

By strategically engaging in standardization internationally and regionally, countries can ensure that they are prepared to leverage standards for economic growth. Currently, France, China, the United Kingdom, Germany, South Korea and Japan are either leading or represented on more than 700 technical committees at the International Organization for Standardization (ISO) alone. This level of engagement makes sure that they have a determining voice in setting the standards that will define the future. As such, by being a standards-setter, under our priority of Canadian Leadership, Canada can extend its influence internationally.

Coordination of international standardization initiatives helps to overcome trade barriers, particularly considering that 80% of global trade is influenced by standardization. SCC has conducted research to demonstrate the trade enhancing benefits of participation in regional standardization organizations. Specifically, participation in the Pan American Standards Commission was associated with an increase of 10% in exports to other member countries. Diversifying Canada's trade portfolio is a priority; trade agreements are key to increased diversification, however cooperation on standardization opens the door to fully realizing the benefits of trade agreements. For this reason, and through our Canadian Leadership priority, SCC is actively involved in providing standardization expertise to Canada's trade negotiations (for example, *United States–Mexico–Canada Agreement*, *Comprehensive Economic and Trade Agreement*, Mercosur, China, the Pacific Alliance), to enable Canadian businesses to compete in these new markets.

While international engagement is important, Canada can also increase its competitiveness by reducing internal trade barriers. These barriers have been estimated to cost the Canadian economy up to \$130 billion annually. SCC is at the forefront in these negotiations and working through our Provincial-Territorial Advisory Committee, SCC is successfully bringing provincial and territorial regulators and policy-makers together to address these barriers. As one example, a reconciliation agreement with regard to the Canadian Registration Number for pressure equipment will be implemented to ensure a more seamless and cost-effective registration system in Canada to benefit Canadian manufacturers and consumers.

Digital Transformation

Under our strategic priority of Innovation, not only does SCC have to meet the standardization needs of traditional sectors, it also has to respond to emerging technologies and the digital transformation, such as the impact of artificial intelligence (AI), industry 4.0 and blockchain. In the digital world we now produce massive amounts of data that are available on demand and typically at no immediate financial cost to end users. It is estimated that only 0.5% of the over 2.8 zettabytes of available data are analyzed. This limited data analysis still generates tremendous economic value. In 2014 alone, data flows contributed \$2.8 trillion US to GDP growth globally. As technologies that collect, retain, share, and bundle big data gain more traction, governments and businesses will increasingly compete on access to data.

Countries are wrestling with questions about data ownership, privacy, and security. For instance, the European Union launched the General Data Protection Regulation to harmonize data protection laws across the region and safeguard citizens' data. It has fundamentally changed how data are handled in every sector. Standardization can act as a common denominator that increases trust, transparency and reduces risk for governments, businesses, and consumers.

The Government of Canada recognizes the strategic value of digital technologies to its future economic performance. It also recognizes the value of standardization in this sector. SCC has received funding to develop a national cybersecurity certification program to assist SMEs with managing cybersecurity threats in alignment with Canada's cybersecurity strategy. In tailoring the program to the specific needs of SMEs, which comprise 99.7% of all businesses in Canada, SCC will decrease the burden of dealing with cybersecurity threats for those businesses in a manageable, cost-effective way.

Modernization of Canada's Standardization Network

The pace of technological change has served to highlight the need to expedite the standards development process, without losing process rigour. To ensure organizational excellence, and with our partners in the network, SCC is taking steps to develop new tools that aim to make the standards development process more flexible. For example, SCC will be working with SDOs to develop alternative standards deliverables, such as technical specifications. Technical specifications may be used to serve the standardization needs of innovative companies to ensure that they can more quickly bring their ideas to market.

Accessibility to standards is also a fundamental question that is being discussed by the standardization network. Ensuring that standards are accessible is particularly important when they are referenced in regulations. Standards contain intellectual property that has been produced and paid for by standards developers, which must be protected. To address accessibility concerns, many SDOs are already offering read-only access to standards. SCC remains committed to working with SDOs and regulators to improve accessibility to standards, while protecting intellectual property rights, to ensure the development of standards remains relevant and sustainable.

To effectively respond to the challenges and opportunities presented by the environment in which we operate, SCC is committed to its strategic priorities of innovation and organizational excellence to develop a culture of high performance. That means investing in the professional development and growth of our people and modernization of our Information Management/Information Technology (IM/IT) systems. More than ever though, success relies on a strong, nimble and robust standardization network of key partners that is adequately supported to develop the standards and conformity assessment strategies Canada needs to prosper in the years ahead.

4. Strategic Priorities



SCC aspires to further its position as a premier standardization organization that is at the forefront in promoting and seizing standardization opportunities to advance strategic, social and economic benefits for Canada. We will do so as a trusted advisor and respected leader committed to fostering an even stronger standardization network for Canada. And this strength comes from collaboration with our network partners: SDOs and other accredited organizations, our Canadian experts and technical assessors, provincial, territorial and federal government regulators and policy-makers, ISED portfolio members, international and regional standardization bodies, consumers and non-government organizations, and our industry partners.

In recent years, we have demonstrated our ability to deliver value for Canada through our ongoing work to develop standardization strategies, not only in traditional areas but increasingly in emerging areas to support Canada's initiatives including innovation, IP, cybersecurity and climate change adaptation. We have also secured positions of standardization leadership in other areas of strategic importance to Canada. But we can and will do even more to help Canadian businesses grow, benefit our citizens and the environment, and drive our economy.

In support of our mandate, we are committed to building a stronger, effective and efficient standardization network that leverages the work of our partners—one that will help Canadian companies compete in the local, regional and global marketplace, both today and in the years to come.

Over the planning period, SCC will advance initiatives under the following vision and three strategic priorities to deliver value to Canada.

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

- Innovation
- Canadian Leadership
- Organizational Excellence

Innovation

Strategic Outcome: SCC leads the development of standardization strategies that protect intellectual property rights and help Canadian Innovators compete at the national, regional and international level, to deliver economic growth for Canada.

INITIATIVE	TARGET		
	SHORT-TERM: (2019-20)	MEDIUM-TERM (2020-22):	LONG-TERM (2022-24):
<p>In support of Canada’s Innovation and Skills Plan, standardization proposals are developed to support Canadian companies’ competitiveness and stimulate economic growth.</p> <p>Total of 63 innovation proposals over the five-year funding period: 2017-22, (45 over this planning period - an estimated 250 companies will be engaged in order to acquire the remaining 45 proposals.)</p>	<ul style="list-style-type: none"> • 15 additional proposals advanced by March 31, 2020 <p>Current trend: 18 proposals advanced since 2017-18</p>	<ul style="list-style-type: none"> • 30 additional proposals advanced by March 31, 2022 (temporary funding ends) 	
<p>Standardization strategies are advanced in support of Canada’s Intellectual Property (IP) Strategy. A new internationally- recognized model for technical specifications is proposed, and IP is leveraged in standards-setting to support Canadian businesses.</p> <p>Total of 45 standardization strategies over the five-year funding period: 2018-2023</p>	<ul style="list-style-type: none"> • Six standardization proposals by March 31, 2020 • One standards delivery model for technical specifications by March 31, 2020 <p>Current trend: work beginning</p>	<ul style="list-style-type: none"> • 20 additional standardization proposals by March 31, 2022 	<ul style="list-style-type: none"> • 18 additional standardization proposals by March 31, 2023
<p>As part of Canada’s Cybersecurity Strategy, certification bodies are accredited to a National Cybersecurity Certification Program that provides SMEs with the ability to protect themselves, their customers and their suppliers against cyber threats.</p> <p>Total of 6 certification bodies accredited over the three-year funding period: 2018-2022</p>	<ul style="list-style-type: none"> • In collaboration with the Communications Security Establishment (CSE), develop parameters and seed document. Scope is defined for the extension of existing accreditation program by March 31, 2020 • Six certification bodies have agreed to participate in principle by March 31, 2020 <p>Current trend: work beginning</p>	<ul style="list-style-type: none"> • National Cybersecurity Certification Program in place for SMEs by March 31, 2022 • Full participation of 6 certification bodies by March 31, 2022 (temporary funding ends) 	

- A standardization strategy can be defined as a plan targeted to a grouping of organizations and companies (i.e., superclusters or economic strategic table) or a plan devised for a broader purpose (i.e. to produce a seed document, a guideline or other deliverable that will benefit a larger audience).
- An innovation proposal can be defined as a plan targeted to a particular client (i.e., innovative company or other single entity) or targeted to specific needs in a sector/area (i.e. AI, health tech, smart cities, etc.)

Canadian Leadership

Strategic Outcome: Opportunities are created for Canada by leading nationally, regionally and internationally to deliver on Canada's priorities.

INITIATIVE	TARGET		
	SHORT-TERM : (2019-20)	MEDIUM-TERM (2020-22):	LONG-TERM (2022-24):
<p>In support of the Regulatory Reconciliation & Cooperation Table (RCT) of the Canadian Free Trade Agreement (CFTA), SCC collaborates through its Provincial-Territorial Advisory Committee, and key Regulatory Authority Advisory Bodies, towards the timely adoption and alignment of standards and codes in regulations between provinces and territories</p>	<ul style="list-style-type: none"> Standards alignment work underway in two additional sectors by March 31, 2020 Development of a roadmap on possible alignment opportunities to be delivered to the RCT by March 31, 2020 <p>Current trend: Standards alignment work underway in two sectors since 2017-18</p>	<p>Implementation of the roadmap in support of RCT and CFTA</p>	
<p>Standardization strategies developed in support of Canada's 6 Economic Strategy Tables of: clean technology, agri-food, health/bio sciences, advanced manufacturing, digital industries and resources of the future</p>	<ul style="list-style-type: none"> Six standardization strategies under development by March 31, 2020 One of six standardization strategies complete by March 31, 2020 <p>Current trend: work beginning</p>	<ul style="list-style-type: none"> Five remaining standardization strategies completed by March 31, 2022 All strategies under implementation by March 31, 2022 	
<p>Canadian experts are engaged on technical committees to ensure Canadian perspectives are adequately reflected in standards and conformity assessment schemes to influence the marketplace to Canada's economic benefit</p>	<ul style="list-style-type: none"> 100% of new members and 50% of current members trained on enhanced toolkit by March 31, 2020 <p>Current trend: work beginning</p> <ul style="list-style-type: none"> Maintain 95% member voting submission rate on technical committees by March 31, 2020 <p>Current trend: 99% achieved in 2018-19</p>	<ul style="list-style-type: none"> Maintain 95% voting submission rate by March 31, 2022 	<ul style="list-style-type: none"> Maintain 95% voting submission rate by March 31, 2024

INITIATIVE	TARGET		
	SHORT-TERM: (2019-20)	MEDIUM-TERM (2020-22):	LONG-TERM (2022-24):
In collaboration with SDOs and network partners, sustainable engagement and recruitment models to support the delivery of standardization strategies	<ul style="list-style-type: none"> • Young professional engagement and recruitment strategy and action plan developed by March 31, 2020 • Academic outreach program developed by March 31, 2020 <p>Current trend: work underway</p>	<ul style="list-style-type: none"> • Increase in young professionals involved with technical committees - tbc 	<ul style="list-style-type: none"> • Increase in young professionals involved with technical committees - tbc
As Canada's national accreditation body, SCC meets current and future accreditation needs	<ul style="list-style-type: none"> • Long-term assessor resource plan implemented to attract and retain competent and qualified assessors by March 31, 2020 <p>Current trend: Short-term assessor resource plan developed in 2018-19</p>	Long-term plan reviewed annually and adapted to the changing demands.	
In support of the Government of Canada's objective to adapt infrastructure to climate change impacts, SCC is working with its accredited SDOs and government partners to support the updating of existing infrastructure standards Total of 36 strategies over the five-year funding period: 2016-21	<ul style="list-style-type: none"> • Four standardization strategies for the management and use of climate and weather data under development by March 31, 2020 • Five standardization strategies for updates to critical infrastructure under development by March 31, 2020 • Five standardization strategies for updates to Northern infrastructure standards published by March 31, 2020 <p>Current trend: 20 standardization strategies in place since 2016-17</p> <p>Note: Under development means contract has been signed and work has been initiated</p>	<ul style="list-style-type: none"> • 16 additional standardization strategies by March 31, 2021 <p>(temporary funding ends)</p>	
Canadian national standards systems enhanced through the development of a suite of standards deliverables and improved participation models	<ul style="list-style-type: none"> • Two new standards delivery frameworks developed by March 31, 2020 • Revision and implementation of Requirements and Guidance to enhance criteria for attainment of Self Declaration Status for SDOs by March 31, 2020 <p>Current trend: work underway</p>		

Organizational Excellence

Strategic Outcome: Through its sustainable service delivery model, SCC provides relevant and responsive standardization strategies that benefit the economic and social well-being of Canadians.

INITIATIVE	TARGET		
	SHORT-TERM: (2019-20)	MEDIUM-TERM (2020-22):	LONG-TERM (2022-24):
Engaged, skilled, knowledgeable, diverse stakeholder-focused team in place that is proactive, collaborative, and accountable to achieve outstanding results	<ul style="list-style-type: none"> 77% maintained on staff engagement survey by March 31, 2020 Previous target of 75% exceeded in 2017-18 	<ul style="list-style-type: none"> 80% achieved on staff engagement survey by March 31, 2022 	<ul style="list-style-type: none"> 82% achieved on staff engagement survey by March 31, 2024
	<ul style="list-style-type: none"> At least 1.5 % of salary dollars invested in staff training annually Current trend: 1.72% of salary dollar invested in training in 2018-19 	<ul style="list-style-type: none"> At least 1.5% of salary dollars invested in staff training annually 	<ul style="list-style-type: none"> At least 1.5% of salary dollars invested in staff training annually
Canadian expert satisfaction survey	<ul style="list-style-type: none"> 73% achieved on Canadian expert satisfaction survey by March 31, 2020 Previous target of 67% exceeded in 2017-18 	<ul style="list-style-type: none"> 74% achieved on Canadian expert satisfaction survey by March 31, 2022 	<ul style="list-style-type: none"> 75% achieved on Canadian expert satisfaction survey by March 31, 2024
Accreditation services customer satisfaction survey	<ul style="list-style-type: none"> 81% achieved on accreditation services customer satisfaction survey by March 31, 2020 Previous target of 80% exceeded in 2017-18 	<ul style="list-style-type: none"> 82% is achieved on accreditation services customer satisfaction survey by March 31, 2022 	<ul style="list-style-type: none"> 83% is achieved on accreditation services customer satisfaction survey by March 31, 2024
Information management practices in place to ensure the effectiveness of SCC's corporate integrity and accuracy of information	<ul style="list-style-type: none"> Information management practices in place and full elimination of targeted documents slated for destruction under data retention policy by March 31, 2020 Current trend: Work is beginning 	<ul style="list-style-type: none"> Business intelligence strategy developed by March 31, 2022 Identification of supporting business technology by March 31, 2022 	<ul style="list-style-type: none"> 100 % of business technology in place and appropriate staff trained and using business intelligence tools by March 31, 2024

INITIATIVE	TARGET		
	SHORT-TERM: (2019-20)	MEDIUM-TERM (2020-22):	LONG-TERM (2022-24)
Effective business tools in place to efficiently run SCC's programs and services to meet and maintain its status as an international accreditor	<ul style="list-style-type: none"> Review and upgrade of IT architecture 25% complete Implementation of collaboration platform before end of March 31, 2020 <p>Current trend: review and upgrade of IT is 5% complete as of 2018-19</p>	<ul style="list-style-type: none"> Review and upgrade of IT architecture 70% complete 	<ul style="list-style-type: none"> Review and upgrade of IT architecture 100% complete
	<ul style="list-style-type: none"> Cybersecurity program reviewed annually (at a minimum) to face new threats and 100 % staff retrained as appropriate 97.5 % of staff passing Cybersecurity Intrusion Threat (Phishing) Simulation <p>Current trend: ongoing cybersecurity training, simulations and awareness. 97% of staff passing Cybersecurity Intrusion Threat (Phishing) Simulation</p>	<ul style="list-style-type: none"> 98 % of staff passing Cybersecurity Intrusion Threat (Phishing) Simulation Ongoing cybersecurity training, simulations and awareness 	<ul style="list-style-type: none"> 98.5% of staff passing Cybersecurity Intrusion Threat (Phishing) Simulation Ongoing cybersecurity training, simulations and awareness
SCC prudently prioritizes its spending and planned revenues to ensure the completion of its objectives in support of the strategic direction	<ul style="list-style-type: none"> Fiscal year financial results within 5% of Corporate Plan expenditures overall <p>Current trend: 5%-7% in 2018-19</p>	<ul style="list-style-type: none"> Fiscal year financial results within 5% of Corporate Plan expenditures overall 	<ul style="list-style-type: none"> Fiscal year financial results within 5% of Corporate Plan expenditures overall

Enterprise Risk Management

SCC assesses its overall risks annually as part of its corporate planning process. We use the international standard *ISO 31000 Risk Management* and align with Treasury Board guidelines as a basis for our risk management practices and ensure SCC has appropriate strategies in place to mitigate risk.

SCC's Risk Appetite is the broad-based amount of risk that the organization is willing to accept in pursuit of its mandate. Pursuant to SCC's risk policy, the Risk Appetite of SCC is moderate. Risks exceeding the moderate level must have Council and/or Audit Committee approved risk management strategies and/or controls. The risk tolerances of SCC are confirmed annually for each identified significant risk that reflects the MODERATE level of risk appetite set by the Council and/or Audit Committee. Risk Tolerances are outlined as below:

Low	Minor (1) = no noticeable disruption to results; manageable
Medium	Moderate (2) = material deterioration in results; may not be acceptable
High	Major (3) = significant deterioration in results; not acceptable

SCC closely monitors risks using its corporate risk reporting framework. This framework is updated and reported quarterly to management and SCC's Audit Committee and Council. As part of SCC's risk management plan, we also review salient quarterly financial impacts to assess these impacts against ongoing corporate risk areas, all to ensure a robust risk management framework.

Key risks that may impact this plan include the following:

DESCRIPTION / CONTEXT	INHERENT RISK LEVEL	RISK RESPONSE	RESIDUAL RISK LEVEL
Reputation: SCC's ability to efficiently and effectively deliver on its mandate and provide value to Canada could be impacted if our reputation as a trusted advisor is put at risk.	Low	To protect our reputation, we strategically oversee and monitor our business planning practices, including compliance with legislative requirements. We also adhere to ISO/IEC 17011:2017 and ISO 9001:2015 quality management system practices. In addition, we have created an organizational culture focused on values and ethics, including respect, integrity, and professionalism, that underscores all that we do in terms of delivering on our mandate and strategic priorities. We monitor media and complaints and we carry out satisfaction surveys with our customers and members.	Low
High-Performing Team: SCC's ability to effectively and efficiently deliver on priorities and programs could be impacted without effective and experienced senior leadership in place. Attracting and retaining a highly qualified team is also key to meeting stakeholder needs.	Low	We have senior leadership positions' succession plan in place, with learning plans for potential replacement candidates. To create a positive organizational culture focused on values and ethics, we perform biennial staff engagement surveys and develop action plans accordingly. We also have staff action plans in place in the areas of professional growth, innovation and stakeholder focus, in addition to a healthy workplace strategy.	Low
Relevancy: If SCC is to remain relevant in the 21st century digital economy, we need to be able respond to our stakeholder's needs effectively and efficiently.	Low	We are currently developing a stakeholder mapping and relationship management framework, focused on strategically engaging with our stakeholders. While SCC already has strong and targeted engagement with stakeholders, critical to SCC's role as overseer of Canada's standardization network is continual outreach and collaboration with key members of our network.	Low
Canadian Experts: If Canada is to have a strong voice internationally, we need to have an effective succession plan in place to replace outgoing Canadian experts sitting on international technical committees.	Medium	To attract, train and retain experts to participate on the committees of strategic importance to Canada we have developed a recruitment plan in collaboration with SDOs (which includes outreach to academia and industry professionals). We also have an enhanced members' toolkit and training program for these experts, and a young leaders' recruitment program. An engagement survey is conducted biannually.	Low
Accreditation Services Cost-Recovery: The cost recovery model associated with the Accreditation Services needs a proactive approach to ensure it is sustainable.	Medium	We have already completed a pricing review to ensure ongoing sustainability of our accreditation services and are developing programs to better meet the needs of the customers, regulators and policy-makers.	Low
Pool of Assessors: Having a competent and qualified pool of assessors is key to ensuring SCC is able to meet current and future demand for accreditation services.	Medium	A short- and long- term assessor resource plan is under development that includes recruitment, retraining, qualification and ongoing needs assessment process to mitigate this risk.	Low
IM/IT: Without effective and modern data management practices, SCC's corporate integrity and accuracy of information could be impacted.	High	To protect the reliability, accuracy and security of data, SCC regularly reviews and enforces its data retention policy and practices. We also are in the process of implementing a modernized information management and architecture plan, including systems upgrades. We will also work to ensure we have sufficient resources in place to effect this plan.	Medium
Cybersecurity: To ensure we have the ability to withstand a threat to our information systems, we also need to implement proactive and strong cybersecurity business practices.	Medium	We have already completed a cybersecurity risk assessment. We also have cybersecurity policy and mandatory training in place, along with continued awareness, simulations and evaluations of those simulations. The systems and procedures are also in place to respond, resolve, and recover from cyber incidents. A review of our cybersecurity plan will also be conducted on an annual basis to ensure continual improvement.	Medium

- Inherent: level of risk in place before actions are taken to manage risk's impact
- Residual: remaining level of risk following actions put in place to manage risk's impact

5. Financial



SCC has an established record of prudently managing its operations, which includes regular review and control of expenses, in alignment with our strategic priorities. The organization is also experienced in effectively managing expenses, given that annual appropriations have not provided for additional inflationary expenses for some time. Our goal is to ensure cost-effectiveness in all of our expenditures, to maximize impact for, and value to, our stakeholders.

SCC continues to re-balance its accumulated surplus from prior years by investing in its operations and infrastructure to create a firm foundation that advances SCC's key initiatives. This plan has SCC adjusting timing of its planned deficits to accommodate variations to its financial outlook.

SCC is a small organization with the flexibility to adjust to an ever-changing operating environment and the ability to adapt and respond to opportunities and challenges as presented from government and members of Canada's standardization network. SCC prudently prioritizes its spending of accumulated surplus and planned revenues to ensure the completion of its objectives in support of the strategic direction.

In recent years, SCC has been redirecting a growing proportion of its core funding to implement Government of Canada initiatives. Significant investments were made to participate in trade negotiations, such as CETA, USMCA (formerly NAFTA) and the CFTA, and to implement new innovation and infrastructure initiatives. In addition, as Canada's trade agenda has accelerated, SCC increased resources towards engagement with other national standards and accreditation bodies, which facilitate the implementation of free trade agreements.

As a result of increasing pressures, SCC expects to run deficits over the next five years tapering off after that through adjustments to core program delivery, revenues and other spending constraints.

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 2% and costs of 1% per year in consideration of expected inflation rates.
- Initial increase in headcount to support new strategic initiatives and then decline in outer years with the sun-setting of temporary funding initiatives.
- Employee vacancy rate assumed at its current rate of 10% for the initial two years of the plan to capture the expected domino effect of staffing new positions related to strategic initiatives and then returning to a base level of 8% in years three through five of the plan reflecting timing of new staffing as well as the lag impact of promotions and voluntary and involuntary turnover.
- SCC eligible employees contribute to the Public Service Pension Plan. SCC's responsibility with regard to the pension plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada.
- The year-over-year increase in the sale of ISO and International Electrotechnical Commission (IEC) international standards, which generate royalties for SCC as Canada's member body to these organizations, is greater than the rate of inflation. This revenue is highly dependent on the update and uptake of standards within Canada. ISO expects 6.5% growth on the sale of standards for 2018. SCC has assumed this level of growth in each of the five years of the plan in line with its recent experience.
- Support to Canadian volunteers representing Canada in ISO/IEC technical committees is reduced from the current levels of \$1M per year to \$800K in years two through five of the plan.

Accreditation Services:

- Lost revenues and contribution margins from the Canadian Medical Devices Conformity Assessment System of \$0.6 million per year are reflected in the plan.
- SCC offers customers significant value through its accreditation services; prices have not increased for some time. As part of normal business, a review was completed and SCC will increase pricing for some of its programs to ensure ongoing quality service delivery. This results in increased revenue of \$0.4 million per year to offset the lost revenue above.
- \$0.2 million has been included in the first two years of the plan to support program development in the accreditation services function. This has an offsetting reduction to the branch's overhead contribution for those years with expected gains the following years.

As a non-profit, charitable organization, SCC's accumulated surplus is targeted at \$1.0 million in compliance with SCC's Accumulated Surplus Target Policy; the balance 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 following fiscal years. SCC continues to experience an accumulated surplus in funds but the surplus is temporary. For example, \$1.6M of the increase expected for 2018-2019 is directly attributed to the timing of approval for two new major temporary funding initiatives. The redistribution of the surplus is outlined below.

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	ACTUAL 2017-2018	PLAN 2018-2019	FORECAST 2018-2019	PLAN				
				2019- 2020	2020- 2021	2021- 2022	2022- 2023	2023- 2024
Net Surplus / (Deficit) for the Year	436	(231)	3,050	(1,060)	(1,252)	(1,735)	(1,626)	(652)
Accumulated Surplus, Open	3,850	2,699	4,286	7,336	6,276	5,024	3,289	1,663
Accumulated Surplus, End	4,286	2,468	7,336	6,276	5,024	3,289	1,663	1,011
Accumulated Surplus Target (Including TCA)			1,000	1,000	1,000	1,000	1,000	1,000
Excess target available for strategic opportunities / risks			6,336	5,276	4,024	2,289	663	11

Section 1: Financial Statements and Notes

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 2017- 2018	PLAN 2018- 2019	FORE- CAST 2018- 2019	PLAN				
				2019- 2020	2020- 2021	2021- 2022	2022- 2023	2023- 2024
REVENUE FROM OPERATIONS								
Accreditation revenue	8,009	8,069	7,801	7,767	7,847	7,928	8,010	8,094
SCC eStore	1,578	1,250	2,127	1,790	1,907	2,031	2,163	2,303
Innovative services	227	188	225	310	207	209	211	213
Delegate support contributions	408	300	376	430	435	439	443	448
Other income	326	349	435	97	97	98	100	101
TOTAL REVENUE FROM OPERATIONS	10,548	10,156	10,964	10,394	10,493	10,705	10,927	11,159
TOTAL EXPENSES	23,940	25,330	25,301	29,364	30,066	27,486	24,182	23,340
DEFICIT FROM OPERATIONS	-13,392	-15,174	-14,337	-18,970	-19,573	-16,781	-13,255	-12,181
PARLIAMENTARY APPROPRIATION	13,828	14,943	17,387	17,910	18,321	15,046	11,629	11,529
NET SURPLUS / (DEFICIT) FOR THE YEAR	436	-231	3,050	-1,060	-1,252	-1,735	-1,626	-652
ACCUMULATED SURPLUS, OPEN	3,850	2,699	4,286	7,336	6,276	5,024	3,289	1,663
ACCUMULATED SURPLUS, END	4,286	2,468	7,336	6,276	5,024	3,289	1,663	1,011

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

AS AT MARCH 31 (in thousands of dollars)	ACTUAL 2017-2018	FORECAST 2018-2019	PLAN				
			2019- 2020	2020- 2021	2021- 2022	2022- 2023	2023- 2024
FINANCIAL ASSETS:							
Cash	2,207	5,252	5,609	4,596	3,201	1,331	1,235
Accounts receivable:							
Federal departments & agencies	167	331	334	337	340	343	346
Other	3,068	3,506	3,304	3,336	3,407	3,481	3,060
TOTAL FINANCIAL ASSETS	5,442	9,089	9,247	8,269	6,948	5,155	4,641
LIABILITIES:							
Accounts payable & accrued liabilities	2,787	2,928	3,624	3,603	3,437	3,031	3,035
Contributions received	14	60	61	62	63	64	65
Deferred revenue	1,602	1,956	1,976	1,996	2,016	2,036	2,056
Deferred revenue - tenant improvement allowance	960	938	857	775	693	612	530
TOTAL LIABILITIES	5,363	5,882	6,518	6,436	6,209	5,743	5,686
NET FINANCIAL ASSETS / (DEBT)	79	3,207	2,729	1,833	739	(588)	(1,045)
NON-FINANCIAL ASSETS:							
Prepaid expenses	1,153	1,162	1,174	1,186	1,198	1,210	1,222
Tangible capital assets (net)	3,054	2,967	2,373	2,005	1,352	1,041	834
TOTAL NON-FINANCIAL ASSETS	4,207	4,129	3,547	3,191	2,550	2,251	2,056
ACCUMULATED SURPLUS	4,286	7,336	6,276	5,024	3,289	1,663	1,011

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

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	ACTUAL 2017-2018	FORECAST 2018-2019	PLAN				
			2019- 2020	2020- 2021	2021- 2022	2022- 2023	2023- 2024
Total annual surplus / (deficit)	436	3,050	(1,060)	(1,252)	(1,735)	(1,626)	(652)
Acquisition of tangible capital assets	(690)	(686)	(270)	(505)	(120)	(100)	(100)
Amortization of tangible capital assets	396	773	864	873	773	411	308
(Increase) / decrease in prepaid expenses	43	(9)	(12)	(12)	(12)	(12)	(12)
INCREASE / (DECREASE) IN NET FINANCIAL ASSETS / (DEBT)	185	3,128	(478)	(896)	(1,094)	(1,327)	(456)
NET FINANCIAL ASSETS / (DEBT), BEGINNING OF YEAR	(106)	79	3,207	2,729	1,833	739	(588)
NET FINANCIAL ASSETS / (DEBT), END OF YEAR	79	3,207	2,729	1,833	739	(588)	(1,045)

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

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	ACTUAL 2017-2018	FORECAST 2018-2019	PLAN				
			2019- 2020	2020- 2021	2021- 2022	2022- 2023	2023- 2024
NET CASH FROM OPERATIONS							
Annual surplus / (deficit)	436	3,050	(1,060)	(1,252)	(1,735)	(1,626)	(652)
Adjustments for Non-Cash Items:							
Amortization of tangible capital assets	396	773	864	873	773	411	308
Changes in:							
Prepaid expense	43	(9)	(12)	(12)	(12)	(12)	(12)
Deferred revenue	(609)	332	(61)	(62)	(62)	(61)	(62)
Accounts receivable	1,153	(602)	199	(35)	(74)	(77)	418
Payables and accrued liabilities	(208)	141	696	(21)	(166)	(406)	4
Contributions received	(71)	46	1	1	1	1	1
NET CHANGE IN CASH FROM OPERATIONS	1,140	3,731	627	(508)	(1,275)	(1,770)	5
CASH APPLIED TO CAPITAL TRANSACTIONS							
Additions to tangible capital assets	(690)	(686)	(270)	(505)	(120)	(100)	(100)
INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS	450	3,045	357	(1,013)	(1,395)	(1,870)	(95)
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	1,757	2,207	5,252	5,609	4,596	3,201	1,331
CASH AND CASH EQUIVALENTS, END OF YEAR	2,207	5,252	5,609	4,596	3,201	1,331	1,235

Section 2: Operating Budget and Notes

2018-2019 Operating Forecast vs. 2018-2019 Budget

For the year ended March 31, 2019, SCC forecasts a deficit from operations of \$14.3 million which is \$0.9 million lower than its budgeted operating deficit of \$15.2 million. It is important to note that the budget figures for 2018-2019 do not include Budget 2018 funding or costs related to the Intellectual Property Strategy or Cyber Security Program which represent \$0.6 million of increased costs in the forecast. The majority of the resulting variance can be attributed to increased royalties from the sale of standards, (\$0.9 million,) with other offsetting variances in operating expenses amounting to \$0.6 million in total of lower than budgeted costs.

Total revenue from operations is forecast at \$11 million, which is higher than the budget of \$10.2 million. This increased revenue stems from increased royalties from the sale of standards of \$0.9 million and a \$0.2 million increase related to the distribution of an ISO surplus which was non-recurring with a \$0.3 million offsetting reduction in accreditation services revenue due to program mix which has an offsetting reduction in recoverable travel and assessor expenses as a result of focused cost management.

Total expenses from operations are forecast at \$25.3 million, which is on target with the budget of \$25.3 million. An increase in expenses of \$0.6 million results from costs related to the Intellectual Property Strategy and Cyber Security Program initiatives. An equal reduction in expenses of \$0.6 million primarily driven by reductions in salaries and benefits (\$0.2 million) and amortization (\$0.4 million) resulting primarily from a software selection decision that lead to a higher proportion of operating costs with other offsetting variances in planned expenses.

SCC forecasts appropriations of \$17.4 million, which is \$2.5 million higher than its budgeted amount of \$14.9 million. The increase in appropriation stems from the addition of Budget 2018 funding for SCC to implement a new Intellectual Property Strategy (\$2.0 million) and Cyber Certification Program (\$0.2 million) and also for re-imbursements of unplanned one-time expenditures (\$0.3 million).

After combining its operating deficit with appropriations, SCC is forecasting a surplus of \$3.1 million for the 2018-2019 fiscal year which is a \$3.3 million increase relative to its budgeted deficit of \$0.2 million for year. It is important to note that the budget figures excluded all impact of the Budget 2018 funding for SCC related to the Intellectual Property Strategy or Cyber Security Program which accounted for \$1.6 million of the increased surplus.

SCC is forecasting a year-end accumulated surplus of \$7.3 million. Although significant for SCC, this surplus is anticipated to be temporary as future years' planned deficits will utilize this entire surplus.

2018-2019 Operating Forecast vs. 2019-2020 Corporate Plan

For fiscal year 2019-2020, SCC has planned a deficit from operations of \$19 million, which is \$4.7 million higher than its forecast of \$14.3 million for fiscal year 2018-2019.

Overall, revenue from operations is planned in 2019-2020 at \$10.4 million, compared with \$11 million of revenues forecasted for 2018-2019. The decline in revenue is driven primarily by lower planned revenue than forecasted in 2018-2019 related to the distribution of an ISO surplus and IEC catch-up for historical royalties (\$0.5 million) which are non-recurring.

Overall, expenses from operations are planned in 2019-2020 at \$29.4 million; a \$4.1 million increase from the 2018-2019 forecast of \$25.3 million. This increase is driven primarily by increases in salaries and benefits, non-recoverable travel, professional fees, amortization and accommodation expenses. Salaries and benefits are planned to increase by \$1.4 million due to the filling of temporary funding related positions and inflation. Non-recoverable travel and professional fees are planned to increase by \$2.1 million relating primarily to continued ramp up of current spending on temporary funding initiatives including the new Intellectual Property Strategy and Cyber Certification Program and also increased costs related to standards development work SCC is overseeing on behalf of Health Canada and increase travel for international engagement to improve Canada's position on the international stage. Amortization is planned to increase by \$0.4 million based on the anticipated implementation of modernized IM/IT software solutions and leasehold improvements and furniture related to the floor space expansion occurring in 2018-2019. The new space is also the primary driver for increases in planned costs for accommodation of \$0.2 million.

Appropriations are planned at \$17.9 million for 2019-2020 and have increased by \$0.5 million versus the \$17.4 million included in SCC's 2018-2019 forecast. This year-over-year increase is driven by a \$0.8 million increase in the profile of approved funding for SCC temporary funding initiatives: \$0.3 million for Adapting Infrastructure to Climate Change, \$0.2 million for Canada's Innovation and Skills Plan and \$0.3 million for a Cyber Certification Program. Forecasted reimbursements of one-time expenditures offset this increase and are expected to decrease by \$0.3 million.

After government appropriations, SCC has planned a net deficit of \$1.1 million for 2019-2020 which will be funded out of its accumulated surplus. The annual deficit is \$4.2 million lower than SCC's forecasted surplus of \$3.1 million for 2018-2019.

SCC's planned year-end accumulated surplus is \$6.2 million for 2019-2020. After \$1.0 million internally restricted to be consistent with SCC's Accumulated Surplus Target, there is a remaining balance of \$5.2 million. This balance will be used to fund planned deficits in future years as SCC continues to rebalance its financial position to enable optimal delivery of its mandate.

**Standards Council of Canada
Operating Budget and Forecast – Cash Basis**

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	PLAN 2018-2019	FORECAST 2018-2019	PLAN 2019-2020
REVENUE FROM OPERATIONS			
Accreditation revenue	8,069	7,801	7,767
SCC eStore	1,250	2,127	1,790
Innovative services	188	225	310
Delegate support contributions	300	376	430
Other income	349	435	97
TOTAL REVENUE FROM OPERATIONS	10,156	10,964	10,394
EXPENSES			
Salaries & benefits	13,455	13,650	15,059
Training & development	300	390	367
Travel – recoverable	1,401	1,112	1,131
Travel - non-recoverable	1,091	1,232	1,390
Canadian delegate financial support	1,300	1,565	1,430
Postage & telecommunication	156	132	152
Printing & publications	18	6	8
Conferences & events	255	259	316
Assessment services & professional fees	3,955	3,967	5,960
Accommodation, equipment rentals & repairs	848	844	1,034
Corporate memberships	1,199	1,238	1,217
Office supplies & other corporate subscriptions	168	154	152
Amortization, insurance, bad debt & other	1,366	757	(269)
TOTAL EXPENSES	25,512	25,306	27,947
DEFICIT FROM OPERATIONS	(15,356)	(14,342)	(17,553)
PARLIAMENTARY APPROPRIATION	14,943	17,387	17,910
SURPLUS / (DEFICIT) FOR THE YEAR - CASH	(413)	3,045	357
ADJUSTMENTS FOR ACCRUAL BASIS	182	5	(1,417)
SURPLUS / (DEFICIT) FOR THE YEAR - ACCRUAL	(231)	3,050	(1,060)

Section 3: Capital Budget and Notes

2018-2019 Capital Expenditures Forecast

Total capital expenditures of \$1.2 million in 2018-2019 are forecasted to be lower than budgeted by \$0.7 million resulting primarily from a software selection decision that lead to a higher proportion of operating costs (vs capital) as a result of implementing a software as a service solution for the Standards Collaboration Hub which is delivered on a subscription basis. This is offset by previously unplanned leasehold improvements and furniture acquisitions of \$0.2 million planned as part of a floor space expansion required to accommodate headcount being on-boarded to support new temporary funding initiatives.

SCC's capital policy with respect to IM/IT projects states that any and all costs incurred during the application and development 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 the Standards Collaboration Hub project is \$0.4 million for 2018-2019.

The balance of capital spend in the current forecast of \$0.1 million relates to lifecycle replacement projects, such as hardware/software scheduled refresh.

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.

2019-2020 Capital Plan and 5-Year Capital Investment Plan

SCC's 2019-2020 total capital investment budget is planned at \$0.3 million.

Capital related to IM/IT modernization projects is planned to be the majority of this budget. The functional IM/IT areas of focus for capital related projects will be the implementation of a full production launch of the new Standards Collaboration Hub with workflow, collaboration and document management as well as work to upgrade SCC's servers, systems and other collaboration tools. Focus in these areas will drive future operational efficiency for SCC and allow the organization to scale in line with its targets.

Year two of the plan, 2020-2021, will also be a key investment year with \$0.5M planned capital investment into the IM/IT infrastructure to ensure scalability of the organization and its tools. SCC will invest an on-going \$0.1M per year for furniture, small office equipment lifecycle upgrades and other minor capital investments such as hardware/software scheduled refresh.

Standards Council of Canada Capital Investment Plan – Cash Basis

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	2017-2018 ACTUALS	2018-2019		PLAN				
		PLAN	FORE-CAST	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
IM/IT infrastructure equipment	35	186	111	70	70	70	50	50
Software & other	633	975	350	175	410	25	25	25
Furniture & small office equipment	2	25	110	25	25	25	25	25
Leasehold improvements	20	-	115	-	-	-	-	-
TOTAL CAPITAL INVESTMENT PLAN	690	1,186	686	270	505	120	100	100

6. Corporate Profile

Mandate

SCC was established in 1970 as a federal Crown corporation. Its mandate is set out in its governing legislation, the Standards Council of Canada Act.

SCC's mandate is to promote efficient and effective voluntary standardization in Canada, where the law does not expressly provide for standardization activities. In particular, SCC has a mandate 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;
- 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 workers and the public; assist and protect consumers; facilitate domestic and international trade; and further international cooperation in relation to standardization.

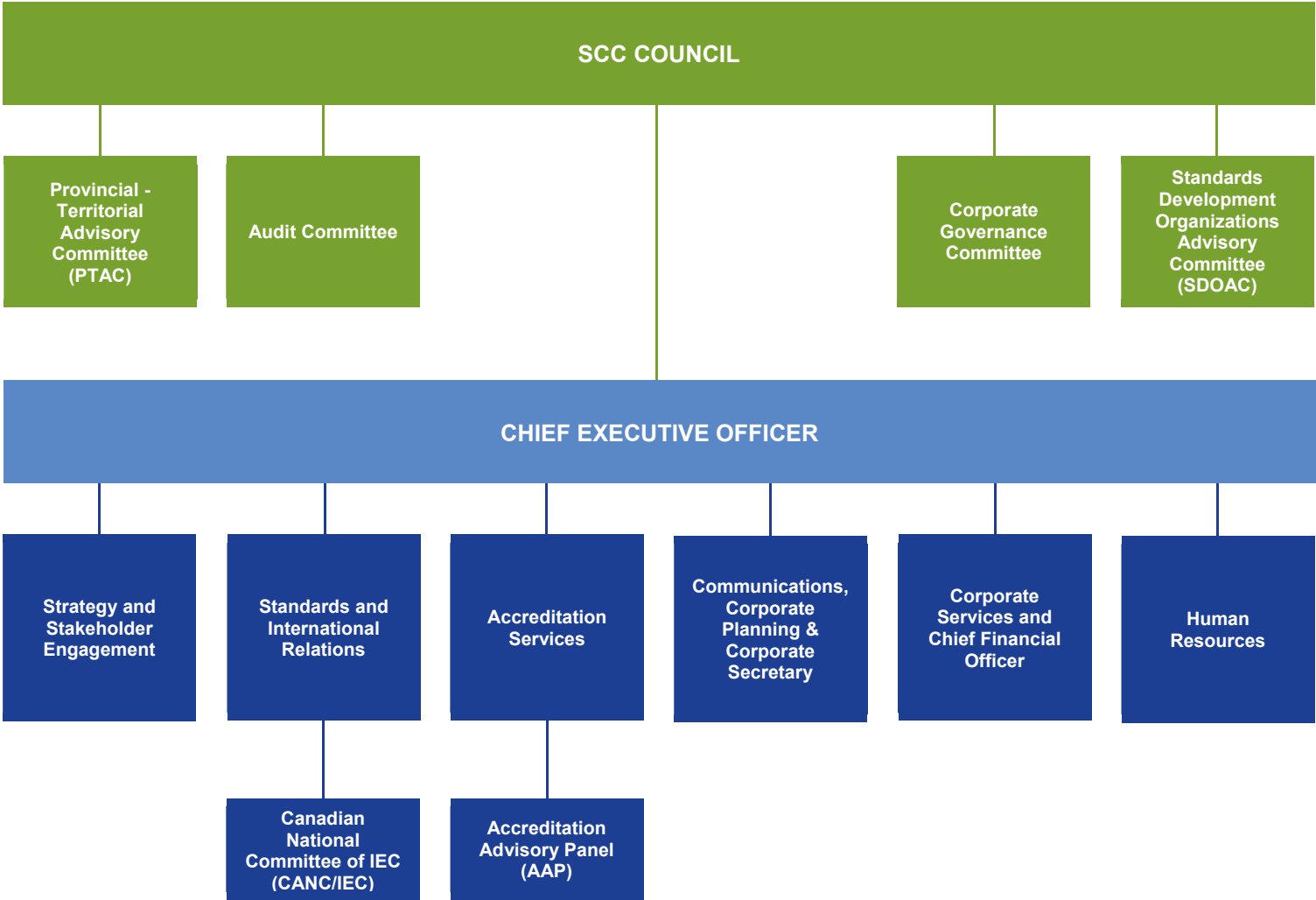
Mission: To lead and facilitate the development and use of national and international standards and accreditation services in order to enhance Canada's competitiveness and well-being.

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

Corporate Governance Structure

SCC's Council Structure

SCC's Council and Executive Team are supported by standing and advisory committees and panels.



SCC Council

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

SCC's Council is appointed to represent a broad spectrum of stakeholder interests in the private sector. Members have the knowledge and experience necessary to assist the Council in setting the strategic direction of the organization, providing direction on governance issues and ensuring the fulfillment of SCC's mandate. Members are responsible for ensuring that decisions are taken in the best interest of SCC.

COUNCIL MEMBERS:

Ms. Kathy Milsom, P.Eng., ICD.D
Corporate Director
Chair

Mr. Jim Young, P. Eng.
Director, Land Division
Planning, Development and Technical
Safety, Department of Communities,
Land and Environment, Government
of Prince Edward Island
*Provincial-Territorial Advisory
Committee Chair*

Ms. Kathryn Coll,
President and Managing
Partner, HR Atlantic

Mr. Michael Burns, P.Eng. retired

Ms. Zakiah A. Kassam, P. Eng.
Principal, AirVironment Canada

Mr. Colin Clark, FEIC, P. Eng.
Chief Technical Officer
Brookfield Renewable
*Vice-Chair
Audit Committee Chair*

Dr. Brent Schacter,
Physician, CancerCare Manitoba
and Professor, University of Manitoba

Ms. Sara Jane Snook, M.Eng.,
P.Eng., FCAE
Principal, SJD Management Ltd.

Mr. Tom Bursey, FCPA, ICD.D,
Vice-President, Corporate Services
and Chief Financial Officer,
Council of Canadian Academies

Ms. Mary Cianchetti, P.Eng.
President of Standards,
CSA Group
*Standards Development Organizations
Advisory Committee Chair*

Mr. Paul Pierlot,
Director, Regulatory Accountability
Government of Manitoba
*Provincial-Territorial Advisory
Committee Vice-Chair*

Ms. Glenda Reid, BN, MBA retired

Dr. François Coallier, Ph. D., P.Eng.
Professor, École de technologie
supérieure

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

Both committees play an important role in strategically supporting governance approaches for SCC's initiatives.

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

Provincial-Territorial Advisory Committee (PTAC)

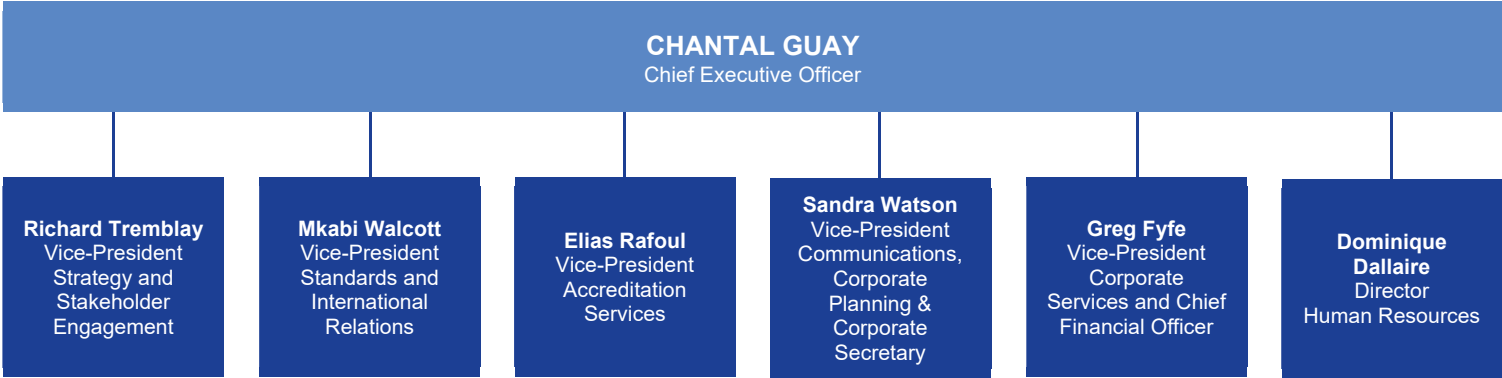
PTAC is established in the *Standards Council of Canada Act*. PTAC promotes cooperation and communication between the provinces, territories and SCC, and provincial and territorial participation in Canadian standardization activities.

Standards Development Organizations Advisory Committee (SDOAC)

SDOAC is also established in the *Standards Council of Canada Act*. SDOAC promotes collaboration and cooperation between SCC and SCC-accredited SDOs.

Staff and Activities

The strategies and policies established by SCC's governing Council are implemented by a staff of 106. The organization's work is led by its Chief Executive Officer (CEO), Chantal Guay. The CEO is supported by SCC's Executive Team.



SCC's Core Activities

Strategy and Stakeholder Engagement

The Strategy and Stakeholder Engagement branch plays a leading role in the development of strategies that enable SCC to achieve its overarching results. The branch works to identify and define the conditions required for Canada to optimize its use of standardization and leads the program areas of Innovation and Adapting Infrastructure to climate change. It also provides standardization-related policy advice to the federal government in the negotiations of Canada's Free Trade Agreements, such as CETA, the United States-Mexico-Canada Agreement (USMCA), and China.

To ensure that SCC meets its strategic priorities, the Strategy and Stakeholder Engagement branch develops outreach strategies and provides advice to address stakeholder objectives. The branch regularly interacts, and consults, with key stakeholders including federal, provincial and territorial regulators, as well as industry, to drive the implementation of strategic objectives. The branch also provides secretariat functions to the SCC's Provincial-Territorial Advisory Committee and the National Public Safety Advisory Committee.

Standards and International Relations

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

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

The branch has an Innovation Implementation team, which provides the engagement strategies, project management, and implementation of national and international activities to support approved innovators in achieving their business objectives through standardization strategies.

In addition, the branch coordinates Canada's interest in regional standards organizations including the Pan American Standards Commission (COPANT), Pacific Area Standards Congress (PASC), Forum of the IEC National Committees of the Americas (FINCA), Asia- Pacific Cooperation Forum (APCF), and Réseau Normalisation et Francophonie (RNF). The branch also coordinates SCC's engagement in capacity building activities intended to strengthen the standardization infrastructures of key regional and international trade partners.

Accreditation Services

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

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

Communications and Corporate Planning

The Communications and Corporate Planning branch provides corporate communications services that include internal and external communications planning, a full line of communications products, website and event management, social media and translation services. Its function is to inform stakeholders about the organization's mandate, promote the value of standardization and explain the ways SCC activities contribute to the achievement of corporate priorities.

The branch is also responsible for corporate planning, risk management, government reporting (including Access to Information and Privacy requests), research and standards inventory monitoring.

This branch also fills the corporate secretariat role, providing advice, secretariat and governance policy support to SCC's CEO, Council Chair and Council.

Corporate Services

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

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

The branch is also working to improve SCC's digital workspace collaboration tools for external collaborators and develop a more robust and effective customer relationship management system for Accreditation Services.

Human Resources

Reporting directly to the Office of the CEO is the Human Resources team responsible for managing, recruitment, compensation and employee benefits, compliance with employment legislation as well as overseeing the employee engagement, employee relations, and training and development strategies.

Supporting Bodies

SCC is also supported by one advisory panel and one committee, as follows:

Accreditation Advisory Panel

The Accreditation Advisory Panel falls under the purview of SCC's Accreditation Services branch. The panel provides policy advice, with a view to ensuring fairness and impartiality in relevant SCC policies and programming.

Canadian National Committee for the International Electrotechnical Commission

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

Glossary

APAC Asia Pacific Accreditation Cooperation

APCF Asia-Pacific Cooperation Forum

CACES Canadian Advisory Council on Electrical Safety

CANC/IEC Canadian National Committee of IEC

ISO/CASCO ISO Committee on Conformity Assessment

CASCO CPC ISO Committee on Conformity Assessment Chairman's Policy and Coordination Group

CEN European Committee for Standardization

CENELEC European Committee for Electrotechnical Standardization

CEO Chief Executive Officer

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

CFTA Canadian Free Trade Agreement

CIPH Canadian Institute of Plumbing & Heating

CCJC Canada-China Joint Committee

CNCA Certification and Accreditation Administration of China

COPANT Pan American Standards Commission

CRCP Canadian Regulatory Council on Plumbing

CSD Canadian Standards Development

DGN Dirección General de Normas

EA European co-operation for Accreditation

EU European Union

FTA Free trade agreement

FTE Full Time Equivalent

GDP Gross domestic product

GHG Greenhouse gas

GLP Good Laboratory Practices

HRAI The Heating, Refrigeration and Air Conditioning Institute of Canada

IAAC Inter-American Accreditation Cooperation

IAF International Accreditation Forum

IEC International Electrotechnical Commission

IECEE IEC System of Conformity Assessment Schemes for Electrotechnical Equipment and Components

IGAC Interprovincial Gas Advisory Council

ILAC International Laboratory Accreditation Cooperation

IM/IT Information Management/Information Technology

INACAL Instituto Nacional de Calidad (Peru)

ISED Innovation, Science and Economic Development Canada

ISD International Standards Development

ISO International Organization for Standardization

ITU International Telecommunications Union

LAP Laboratory accreditation program

MLA Multi-lateral agreement

MOA Memorandum of Agreement

MOU Memorandum of Understanding

MSR Monitoring Standards in Regulations

NPSAC National Public Safety Advisory Committee

NSC National Standard of Canada

OECD Organization for Economic Co-operation and Development's

ORD Other recognized document

PASC Pacific Area Standards Congress

PTAC Provincial-Territorial Advisory Committee

SAC Standardization Administration of China

SCC Standards Council of Canada

SDOAC Standards Development Organizations Advisory Committee

SDO Standards development organization

TBS Treasury Board Secretariat

TCA Tangible Capital Assets

USMCA United States-Mexico-Canada Agreement