



Standards Council of Canada
Conseil canadien des normes

DRIVING VALUE TO CANADA THROUGH INNOVATIVE STANDARDIZATION SOLUTIONS



SUMMARY OF CORPORATE PLAN 2018-2019 TO 2022-2023
SUMMARY OF OPERATING BUDGET FOR 2018-2019
SUMMARY OF CAPITAL BUDGET FOR 2018-2019



DRIVING VALUE TO CANADA THROUGH INNOVATIVE STANDARDIZATION SOLUTIONS

OUR MANDATE

To promote efficient and effective standardization in Canada, where standardization is not expressly provided for by law.

OUR 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.

OUR VISION

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

HOW TO REACH US

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The background features a close-up of vibrant green leaves on the left, with a dark branch visible. On the right, there are several overlapping, semi-transparent geometric shapes in shades of green and blue, creating a modern, layered effect.

1. Executive Summary



In today's fast-paced world, it takes innovative ideas, products, and systems to stay ahead of the competition. In fact, innovation is what propels many companies past their peers, what drives industries forward, and what nations like Canada need to remain prosperous. And standardization creates the fertile ground for innovation to grow and thrive.

As the leader of Canada's standardization network, the Standards Council of Canada's (SCC's) vision is simple: to be a global leader driving prosperity and well-being for Canada through innovative standardization solutions. Solutions that embrace standards development, standards use and conformity assessment through accreditation services.

Our goal is to ensure our nation is an innovation leader, because we know that when countries innovate, they prosper—and when they don't, they fall behind. We are working in tandem with industry and government to develop and support standardization solutions that foster innovation, while at the same time advancing our economy, protecting consumers, facilitating trade, supporting sustainable development, and protecting the health, safety and welfare of Canadians.

Over the coming year, we will continue to provide value to Canada by promoting an efficient, effective, and strong standardization network—one that opens the doors to new and exciting opportunities for Canadian businesses, and ultimately, helps build a more prosperous Canadian economy. We will also continue to work towards achieving our long-term objective of “one standard, one test, accepted everywhere”, so that we can help Canadian companies compete and make products and services more affordable for Canadian consumers.

To achieve these goals, SCC will focus on the following three strategic priorities:

- Innovation
- Canadian leadership
- Culture of excellence

SCC is a small organization, yet we are confident that we possess the skills, commitment and determination to create an even stronger standardization network for Canada. Our aim is to facilitate market access for Canadian companies and break down trade barriers both within our own borders and with our regional and international trading partners. We know that by working together with government, industry and other stakeholders, we can follow through on this vision and create the kind of standardization network our country needs.

FOSTERING INNOVATION THROUGH STANDARDIZATION

Technology permeates almost every aspect of our lives. In fact, technological advancements are enabling us to do things that were previously unimaginable—from cars that can drive themselves to delivering parcels by drones to performing surgeries remotely. In fact, Canada and leaders of the G20 have agreed to take concrete actions to shape an interconnected world to benefit all people by encouraging the development and use of international standards for digitised production, products and services that are based on principles of openness, transparency, and consensus.

Today's technologies offer Canadians new opportunities, more choice and greater convenience. And the forces that drive these innovations are fueled in part by the presence of standards. That is why SCC remains committed to delivering state-of-the-art standardization solutions that will help Canada secure its place as an international innovation leader and providing our country with the tools it needs for long-term economic prosperity.

To foster the kind of ideas, products and systems needed to succeed in today's ever-changing and competitive global economy, the federal government has embarked on a bold new plan to cultivate Canadian-made innovation. SCC is committed to supporting this plan by initiating the development of new standards and conformity assessment schemes that promote Canadian interests and priorities.

During this fiscal year, SCC will identify nine new and innovative areas where Canada has unique expertise and spearhead federally-funded proposals to develop corresponding national, regional, or international standards. This will ensure that Canada is at the forefront of these new and emerging fields, and that we lead the way in the years ahead.

SCC is also supporting the government's initiative to develop world-leading superclusters in Canada that will transform our nation's strengths, knowledge and expertise into new opportunities for Canadian innovators. As part of this initiative, and as mandated under the *Pan-Canadian Framework on Clean Growth and Climate Change*, the governments of Canada have committed to work together to exert a strong leadership role in international standards-setting processes in particular for new clean technologies and to ensure that Canada's clean-technology capacity shapes future international standards.

PROMOTING CANADIAN LEADERSHIP—IN CANADA AND AROUND THE WORLD

There is no question that if our nation's innovators are going to succeed—and if their ideas, products and services are able to compete in today's marketplace—it is critical that Canada be a standardization leader, not a follower. Today, approximately 80 per cent of the world's trade is affected by standards. Countries, industries and companies that are first to the table in developing standards for their innovative technologies gain a leg up.

We are working to ensure Canada has a strong voice nationally, regionally and internationally. To achieve this, SCC is recruiting young professionals—and leading experts in their fields—to participate in and strengthen our standardization network.

SCC is helping our nation get the most out of new and existing trade relationships. We are working with Canadian stakeholders to identify and prioritize key sectors for implementation in the *Canada-European Union: Comprehensive Economic and Trade Agreement* (CETA) Conformity Assessment Protocol. We are also strengthening Canada's trade relationship with China through enhanced agreements with Chinese standardization organizations. These agreements can be utilized to support any future potential free trade agreement between Canada and China.

Over the coming year, we will continue to strengthen our ties with European standards organizations to facilitate the participation of Canadians in the development of European standards, thus providing Canadian companies with greater access to European markets of strategic importance to Canada.

SCC is helping to reduce trade barriers by advancing the development of joint standards. Duplicative regulatory requirements currently impede trade, both within Canada and between Canada and our regional trading partners. This duplication not only creates marketplace obstacles for our companies but also increases costs for Canadian consumers. Regionally, SCC has committed to meeting twice a year with our U.S. and Mexican standardization counterparts. We are also providing advice to Global Affairs Canada on standardization-related issues in the negotiations to modernize the *North American Free Trade Agreement* (NAFTA).

Nationally, we are supporting the federal government's efforts to encourage the free flow of goods and workers within our own borders through the new *Canadian Free Trade Agreement* (CFTA). SCC is working closely with the provinces and territories through the Provincial-Territorial Advisory Committee (PTAC) and the National Public Safety Advisory Committee (NPSAC), to align standards in regulations between provinces and territories and enhance coordination across Canada.

Dealing with the impacts of climate change is another priority for the federal government. To support this objective, SCC is supporting the development and updating of standards and tools to ensure our infrastructure remains climate resilient. We are also continuing to develop new standards that address critical infrastructure needs in Canada's North, where climate change is already having a significant impact.

Over the next year, we will work toward further strengthening Canada's standardization network by collaborating with SCC-accredited Standards Development Organizations (SDOs) to speed up the process for approving National Standards of Canada (NSCs). We are also partnering with key regulatory authority advisory bodies to enhance governance and manage other recognized documents (ORDs) to ensure that standards, conformity assessment procedures and other documents referenced in regulations are up to date and aligned across Canada.

CULTIVATING A CULTURE OF EXCELLENCE

SCC's ability to deliver real value to Canada depends on our ability to successfully attract and retain the most qualified staff. If we want to create a strong standardization network that is able to help commercialize innovative Canadian-made technologies, we must have the right people working together to make this a reality. SCC's staff must have the knowledge and expertise to recognize and develop standardization solutions that not only support innovation, but also protect Canadian consumers, promote domestic and international trade, support sustainable development and fuel our economy.

To make sure SCC has the right team to do this, we will ensure that staff at all levels of the organization have the skills they need to help us deliver on our promises. Through personal and professional development, training, and a plan to manage succession, as well as by increasing employee engagement, we will ensure SCC retains the expert staff we need to follow through on our plan to build an even stronger standardization network—one that continues to deliver value to Canada and Canadians from coast to coast to coast.

To deliver on our promise to support and develop initiatives that will fuel a more competitive and innovative Canadian economy, we will continue to prudently manage SCC's financial plan over the next year. We will focus on ongoing cost-effectiveness in all areas and make use of SCC's quality management processes to maximize efficiencies. The organization will also ensure that risk is well-managed and that we make the best use of all available assets to ensure we continue to lead Canada's standardization network with strong fiscal governance.


We will also make sure we have the systems and supports in place to follow through on our vision for the future. We will continue to modernize our business infrastructure so that the organization can better meet the needs of stakeholders, customers and staff. We will also increase outreach with stakeholders through new online tools and infrastructure that is more intuitive and user friendly, enabling SCC staff and our stakeholders to more effectively and efficiently contribute to standardization solutions that will propel Canada forward in the years to come.

FINANCIAL SUMMARY

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 keenly reviewing annual 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.

The organization will continue to selectively allocate funding to support initiatives that are in Canada's best interest and provide the greatest value to Canada. Accumulated surplus will be reinvested into SCC's strategic investments and infrastructure.

SCC's operating budget for 2018-19 will be \$25.3 million and its capital budget will be \$1.2 million, for a total of \$26.5 million. The total appropriations from the Government of Canada in 2018-19 are \$14.9 million. Revenue to be generated for 2018-19 from operations, including accreditation services, SCC eStore, and innovative services are budgeted at \$10.2 million. The plan for 2018-19 forecasts a deficit of \$0.2 million, which will be funded out of accumulated surplus as SCC manages its financial position to enable utilization of its resources and delivery against its strategic priorities.



2. Operating Environment

SCC continuously monitors national and global trends, as well as social, economic and political factors that impact our ability to deliver on strategic priorities. This enables us to adapt to the environment we operate in, so we can continue to help fuel Canada's economy by fostering innovation, reducing trade barriers and expanding market access—both within Canada and internationally. We know that following through on these priorities is essential to strengthening Canada's standardization network and delivering on our core mandate 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, regional and international trade; and
- further international cooperation in relation to standardization.

INNOVATION

Countries around the world are seeking positions on international governance and technical standardization committees to promote their own technologies and gain a competitive advantage. SCC is working hard to ensure that Canada has a strong voice on these committees that are of strategic importance to our country and will have the greatest benefit to our economy—and our citizens.

To cement Canada's place as an international leader, SCC must attract our nation's most skilled and knowledgeable experts to participate in international standards development, especially in those sectors that are critical to Canada's economy. To ensure this occurs, SCC—with input from its stakeholders—continues to update programs to eliminate barriers to participation and ease the way for qualified young professionals to replace retiring experts on key international committees.

Spearheading the development of international standards is key to supporting and driving innovation. For Canadian-made technologies or innovations to succeed and secure their place in global supply chains, Canada must shape the standards around these new technologies. That is why SCC is working with Canadian innovators within emerging sectors that have economic value for Canada and where standards could strategically support market entry or growth.

SCC provides end-to-end support to Canadian innovators in the development of standards and conformity assessment programs to effectively shape marketplaces to Canada's advantage. SCC's support in bringing Canadian innovators to the table includes, but is not limited to: analyzing key trends, opportunities and stakeholder dynamics; advising, orienting and training Canadian innovators on standardization, the standards development process and deliverables; accrediting Canadian experts and innovators to attend international standardization meetings; nominating Canadian innovators to international committee leadership positions; coordinating Canada's national positions; and designing supportive certification and accreditation programs to facilitate international market access and regulatory compliance and support.

CANADIAN LEADERSHIP

The international trade arena is more competitive than ever before. As Canadian businesses enter new export markets, and as Canada increasingly diversifies its trade, this evolving landscape means that SCC must continue developing strategies that support the needs of both exporters and importers. Standardization plays a key role in promoting global trade and in helping Canada to reach its full potential.

Developing strong relationships with national standardization bodies of key trading partners is one way SCC embraces its international leadership position to create opportunities for Canadian businesses and offer value to Canada. For example, SCC is working closely with its counterparts in the U.S., the American National Standards Institute (ANSI), and Mexico, Direccion General de Normas (DGN), in seeking greater alignment of standards and conformity assessment procedures in order to reduce duplication of regulatory requirements, lower costs for exporters and importers, and facilitate the development of joint standards for new technologies in North America.

Another example, through SCC's agreement with the European Committee for Standardization (CEN) and the European Committee for Electrotechnical Standardization (CENELEC), SCC was able to work with CEN to ensure that revisions to a European lumber grading standard did not adversely impact access to the European market for Canadian lumber companies. This international cooperation protected \$158.2 million CAD in lumber exports and 1,346 jobs. If an agreement had not been reached, Canada could have lost \$133.3 million in GDP in 2014. In Canada, the intervention primarily affected the forestry and logging, transportation and warehousing, and manufacturing industries.¹

¹ Statistics Canada Input-Output Model Simulation, 2015

To facilitate implementation of conformity assessment within the Canada-European Union Comprehensive Economic and Trade Agreement (CETA), SCC signed a Cooperation Agreement with the European co-operation for Accreditation (EA). We are also using our recently renewed and strengthened Cooperation Agreement with the Standards Administration of China (SAC) to assist the federal government as it considers a possible Canada-China Free Trade Agreement.

To access global markets, Canada must constantly adapt to a shifting marketplace. SCC has made strategic investments to build a responsive and effective standardization network that puts Canada first. To provide this flexibility, and help increase economic competitiveness for Canadians, our goal is to align standards nationally, regionally and internationally. Canada's participation in the Pan American Standards Commission (COPANT) is a good example of the benefits that can come from cooperating on standardization. Research by SCC shows that Canada's membership in COPANT increased the value of good exported to partner countries by 10 per cent. Coordination on standardization can reduce trade barriers and increase trade diversification for Canada.

Regulators and regulatory advisory bodies across Canada recognize SCC as a trusted advisor with the ability to deliver standardization solutions to help them achieve their regulatory objectives. SCC has worked with federal, provincial and territorial representatives—through the PTAC, the NPSAC and direct consultations with government departments—to offer standardization solutions that promote the use of up-to-date standards in regulations. SCC is also encouraging regulators to consider the alignment of standards in regulations to reduce barriers to trade within Canada.

Certification and testing requirements can differ between Canadian jurisdictions, impeding the mobility of some products, tradespeople and professionals. As a result, internal trade barriers have been created, even within our own borders. SCC recently completed a comprehensive report providing a broad overview of the conformity assessment system. The report noted that conformity assessment has an important role to play in ensuring consumer safety, as well as product and service quality, compatibility, efficiency and effectiveness. While the ways in which conformity assessment can become a barrier to trade were discussed, efforts by multiple stakeholders, including SCC, to reduce unnecessary barriers to trade were highlighted. Additionally, the report demonstrated the contribution that conformity assessment makes to the Canadian economy with respect to GDP and employment.

For example, differing Canadian Registration Number (CRN) requirements for boilers, pressure vessels, and fittings across the country create red tape and increase costs for industry. Differences between federal, provincial, territorial and municipal requirements mean manufacturers also face conflicting and duplicative requirements – again increasing their costs. In order to eliminate these impediments to trade – which can ultimately translate into higher prices and reduced choice for consumers – SCC, through its work with the NPSAC, supports the provinces and territories in the development of a common approach across Canada for the CRN. Making these improvements within Canada’s standardization network will benefit all.

To further strengthen Canada’s standardization network, the organization has continued to work with industry leaders in the sectors that are key to Canadian competitiveness. We engage these leaders to ensure they are fully aware of how standardization supports and advances their priorities, delivers returns on investments and enhances Canada’s economic and social well-being. For example, SCC leverages its Canadian National Committee of the International Electrotechnical Commission (IEC), whose members include senior executives from sectors such as hydroelectricity, renewable energies, electric cars, electrical products and consumer electronics, to ensure Canadian interests are considered in the development of IEC plans.

We are also aware that today’s increasingly competitive and complex international marketplace has created challenges for Canadian small and medium-sized enterprises (SMEs). Small and medium sized businesses are important players in Canada’s export market. In fact, SMEs account for 25.2% of the value of Canadian exports (\$106.4 billion), and 96.8% of exporting enterprises, the equivalent of 37,639 enterprises². While most exporting SMEs trade with one partner country, 18.7% (the equivalent of 7,050 SMEs) traded with more than three partner countries.³ Familiarity with international standards is important to SMEs in order to facilitate trade. In 2010/2012, Statistics Canada reported that between 34.1% and 41.5% of SMEs reported that uncertainty of international standards was an obstacle to exports or an attempt to export⁴.

² Source: Statistics Canada, Trade by Enterprise Characteristics: Exporters of Goods by Employment Size Class, 2013 (provisional estimates)

³ Source: Statistics Canada, Trade by Enterprise Characteristics: Exporters of Goods by Employment Size Class, 2013 (provisional estimates)

⁴ Sources: Statistics Canada. Table 358-0301 - Survey of innovation and business strategy, importance of obstacles to exporting or attempting to export products, by North American Industry Classification System (NAICS) and enterprise size, all surveyed industries, occasional (percent)

For these smaller-sized exporters, third-party conformity assessment is a way to meet the criteria for doing business in any given market. By being certified to these standards, SMEs can become suppliers of choice and gain a competitive edge in markets around the world—enhancing their bottom-line and ensuring their long-term growth. By offering accreditation solutions and encouraging international harmonization, SCC makes it easier for Canadian companies to participate in the global economy.

CULTURE OF EXCELLENCE

Standardization is critical to Canada's economic prosperity. Standards can influence public policy objectives in diverse areas, and they can directly support the federal government's plan to build a strong and competitive national economy. In fact, research has shown that between 1981 and 2014 standardization contributed 7.8 per cent of the growth rate in Canada's real GDP and 16.1 per cent in the growth of labour productivity.⁵ In 2014 alone, standards contributed nearly \$3 billion of the \$39 billion increase in Canada's real GDP.

SCC is a knowledge-based organization. Its success rests on its ability to attract and maintain a skilled and engaged staff, equipped with modernized tools and processes, to efficiently respond to customer requirements and ever-changing market trends. To keep pace with the competitive market for highly skilled workers, SCC is focused on maintaining a stigma-free healthy workplace, focused on respect, integrity and professionalism, and an employee-focused strategy to attract and retain the most qualified staff. This strategy will foster a culture of excellence through training and development, improve leadership skills and ensure succession planning that reduces organizational risk.

⁵ Getting Aligned.

KEY FACTS AND FIGURES

SCC continuously updates and monitors its database of facts and figures. These have been compiled from several sources, including: SCC-accredited SDO standards catalogues; data published by ISO, IEC and the International Telecommunications Union (ITU); and, SCC's own database of international technical committee participants. Below are some examples of what is monitored in this database.

KEY FACTS AND FIGURES	AS OF MARCH 31, 2013	AS OF MARCH 31, 2014	AS OF MARCH 31, 2015	AS OF MARCH 31, 2016	AS OF MARCH 31, 2017	TREND	WHAT DOES THIS MEAN?
Number of Canadian standards (NSCs)	2940	2901	2944	2953	2978	→	The need for uniquely Canadian standards is diminishing as Canada and the world moves towards more global alignment. SCC must keep pace with this global shift by working to influence and adopt international standards more quickly.
Number of standards maintained by key international standardization organizations (ISO, IEC, ITU)	30,358	31,095	31,958	32,988	34,054	↑	With global alignment, there has been an increase in standards being maintained by international organizations. International standards reduce trade barriers, easing product entry into international markets.
Number of NSCs approved by SCC	143	116	182	182	251	↑	SCC must efficiently adopt international standards, to ensure Canada's competitive edge on the global stage.
Number of standards incorporated by reference in federal regulations	1066	1118	1354	1377	1344	↑	SCC must continue to work with federal departments to ensure standards incorporated by reference in federal regulations are relevant and up-to-date to protect the economic and social well-being of Canadians.
Number of Canadian volunteer members participating on international standardization committees	2628	2849	3049	3153	3267	↑	To effectively influence marketplace rules to Canada's benefit, SCC must continue to attract and retain Canadian volunteers, and must strategically target the committees on which these volunteers participate.



3. Strategic Priorities

As the organization moves forward, it does so with a desire, commitment and determination to continue to build a strong standardization network for Canada—a network that facilitates market access for Canadian innovators and helps break down trade barriers both within Canada and between our nation and our regional and international counterparts. SCC has made significant progress in recent years, and, going forward, we will continue to provide value to Canada and advance our nation's best interests.

VALUE TO CANADA

International studies demonstrate a clear link between standardization, labour productivity and economic growth. In fact, it is estimated that standardization contributed roughly \$3 billion of the \$39 billion increase in Canada's real gross domestic product (GDP) in 2014. SCC is working hard to ensure standardization provides value to Canada to help fuel a more competitive and innovative economy.

As a small organization, SCC has been consistently progressing towards providing optimal value to Canada through standardization. The organization has built a strong relationship with Innovation, Science and Economic Development Canada and other federal government departments. In Budget 2016, SCC attained \$11.7 M over five years in program funding for standards to support climate resilience in infrastructure. In its third year, the development of standardization solutions to boost infrastructure resilience and create stronger communities for Canadians is well underway, and will support the governments Pan-Canadian Framework on Clean Growth and Climate Change. In Budget 2017, SCC attained another \$14.4 M in program funding to support Canada's Innovation and Skills Plan.

BUDGET 2018

Budget 2018 proposes measures in support of a new Intellectual Property Strategy to help Canadian entrepreneurs better understand and protect intellectual property, and get better access to shared intellectual property. It proposes to invest \$85.3M over five years, starting in 2018-19, with \$10M ongoing per year, in support of the strategy. This includes \$11M over five years starting in 2018-19 for SCC, with \$2.3M ongoing per year.

Through Budget 2018, the Government of Canada is also implementing a plan for security and prosperity in the digital age to protect against cyber-attacks. The Government proposes significant investments of \$507.7M over five years, and \$108.8M per year thereafter, to fund a new National Cyber Security Strategy that focuses on three principal goals: Ensure secure and resilient Canadian systems; build an innovative and adaptive cyber ecosystem; and support effective leadership and collaboration between different levels of Canadian government, and partners around the world. To support this strategy, Budget 2018 proposes \$2M in 2018-19 for SCC.

SCC continues to build and strengthen relationships with provinces and territories through its PTAC and its participation in the NPSAC, and has significant credibility nationally as well as internationally. SCC continues to lead within other regions like PASC and COPANT in helping them implement their standardization plans, and in 2017 the organization hosted the joint Pan American Standards Commission (COPANT) and Pacific Area Standards Congress (PASC) general meeting.

Going forward, SCC's actions for FY 2018-19 to 2022-23 will adhere to the following vision statement 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 solutions.

STRATEGIC PRIORITIES:

- Innovation
- Canadian Leadership
- Culture of Excellence

Following is a summary of the strategic priorities, key objectives and deliverables for each.



3.1 INNOVATION

Strategic Outcome: SCC enables Canadian innovators to lead the development and use of standards that will shape the marketplace and help them compete, to deliver economic growth for Canada.

Objective	Deliverable
Deliver innovation through standardization	<ul style="list-style-type: none"> • New innovation proposals are developed and advanced nationally, regionally, or internationally • Innovation superclusters are supported with standardization strategies • Existing innovation proposals continue to be advanced through the standards development process

The world around us is changing at a rapid rate. Innovative technologies are altering the way we think, work, and play. These technologies offer Canadians—and people around the globe—new opportunities, more choice and greater convenience. And the forces that drive these innovations are fueled in part by the presence of standards. SCC is committed to delivering state-of-the-art standardization solutions that not only protect the health and safety of Canadians, but also foster and sustain the kind of innovation that is critical to gaining a competitive advantage for Canada and ensuring long-term economic prosperity for Canadians.

INNOVATION DELIVERED THROUGH STANDARDIZATION

To achieve its vision for a more innovative country and prosperous middle class, Canada has committed to a bold new plan, Canada's Innovation and Skills Plan. In support of this plan, SCC will continue to lead the development of new standards and conformity assessment schemes, to ensure the interests and priorities of Canadian businesses are promoted and protected within those standards and schemes, as well as ensuring Canadian intellectual property and technical specifications are increasingly embedded in them.

SCC is completing its work to facilitate the development of international standards in the following three areas: to create standardized graphical building blocks for the Human Machine Interface (HMI) applications used in power plants; to set out a standardized method for measuring nanoscale objects in 3 dimensions using tomography in Transmission Electron Microscopy (TEM); and, the third is a marine sensing performance standard that will be critical to climate change scientists in the years ahead. The organization is also working on six proposals for standardization development in the areas of information and communications technology and clean technology.

In this fiscal year, SCC will develop and advance an additional nine new proposals nationally, regionally, or internationally, for innovative Canadian products and services.

As part of the Innovation and Skills Plan, Innovation, Science and Economic Development Canada's (ISED) Innovation Superclusters Initiative (ISI) aims to foster the growth and development of world-leading superclusters that translate Canada's technology strengths into commercial opportunities. Selected superclusters will receive support from SCC in areas where standardization solutions can benefit Canada.

In addition to the Innovation and Skills Plan, SCC will advance additional proposals that are a priority for Canadian stakeholders through appropriate standards development processes.



3.2 CANADIAN LEADERSHIP

Strategic Outcome: SCC creates opportunities for Canada by leading nationally, regionally and internationally to deliver on Canada's priorities.

Objective	Deliverable
Deliver competitive advantage and economic prosperity through standardization	<ul style="list-style-type: none"> Standards in regulations in key sectors are aligned across Canada by leveraging the implementation of the <i>Canadian Free Trade Agreement</i> (CFTA) Mutual recognition of accreditation by Canada and EU is in place for specified product categories in support of the <i>Canada-European Union: Comprehensive Economic and Trade Agreement</i> (CETA) conformity assessment protocol through the SCC-European Accreditation Cooperation Agreement SCC expertise supports Canada's trade with China SCC's collaboration with the European Committee for Standardization (CEN) and the European Committee for Electrotechnical Standardization (CENELEC) is strengthened
Provide standardization expertise to enhance free trade in North America	<ul style="list-style-type: none"> SCC collaborates with stakeholders in North America towards greater alignment of standardization SCC provides standardization advice on <i>North American Free Trade Agreement</i> (NAFTA) modernization
Enhance standardization governance in Canada	<ul style="list-style-type: none"> The self-declaration process for approval of NSCs/NACs is advanced An improved process for Other Recognized Documents (ORDs) is implemented The member program toolkit is enhanced The framework to attract young professionals is advanced
Deliver standardization solutions	<ul style="list-style-type: none"> Infrastructure Program - Adapting to Climate Change Impacts is delivered One new or expanded accreditation program is provided biennially

To ensure that Canadian innovative ideas, products and services succeed in today's highly competitive market, it is critical that Canada has a place of leadership in standardization. That is why SCC remains focused on providing a strong Canadian voice nationally, regionally and internationally—and on ensuring we have the most qualified experts to speak on Canada's behalf.

COMPETITIVE ADVANTAGE AND ECONOMIC PROSPERITY DELIVERED THROUGH STANDARDIZATION

The Government of Canada is committed to reducing internal trade barriers through the *Canadian Free Trade Agreement* (CFTA). Canadian Provinces and Territories are key to helping to remove unnecessary trade barriers and to encourage the free flow of goods and workers within Canada. By working closely with Provinces and Territories through the PTAC and the NPSAC, SCC is supporting efforts to align standards and conformity assessment in regulations in areas that are a priority for Canada.

SCC will also work with Canadian stakeholders to identify and prioritize key sectors for implementation of the *Canada-European Union: Comprehensive Economic and Trade Agreement* (CETA) conformity assessment protocol through the SCC-European Cooperation for Accreditation (EA) Cooperation Agreement.

As a recognized leader and trusted advisor in standardization, SCC will advise Global Affairs Canada on the standardization-related components of a potential Canada-China free trade agreement and continue to build its relationship with China. SCC's Memorandum of Understanding with the Standardization Administration of China (SAC) and work with the Certification and Accreditation Administration of the People's Republic of China (CNCA) will facilitate trade between Canada and China.

SCC will continue to strengthen ties with the European Committee for Standardization (CEN) and the European Committee for Electrotechnical Standardization (CENELEC) and identify areas where Canadian experts can be provided with the opportunity to participate in the development of European standards, thus, providing Canadian companies with increased access to European markets.

Canada's prosperity relies on the efforts of world-class experts who dedicate their time and expertise to lead at the governance and technical levels to ensure Canadian perspectives are injected into standards and conformity assessment spheres. It is through these experts that the marketplace is influenced to Canada's benefit. SCC will more strategically coordinate, align and acquire financial support for Canadian experts, targeting participation in technical committee meetings that matter most to Canada and in support of the Innovation and Skills Plan.

STANDARDIZATION EXPERTISE PROVIDED TO ENHANCE FREE TRADE IN NORTH AMERICA

Canada is one of the most trade-dependent nations among the G-7. Standardization is critical to the economy and duplicative regulatory requirements can be an impediment to trade, both within Canada, and between Canada and other countries. Differences in standards and conformity assessment practices referenced in regulations not only create marketplace obstacles but also add costs for Canadian consumers. SCC will therefore continue its efforts to engage with stakeholders in North America to advance joint standards development.

SCC has committed to meetings twice per year with the American National Standards Institute (ANSI) and Mexico's Dirección General de Normas (DGN) to discuss trilateral and bilateral collaboration activities, including the identification of stakeholders and key areas for greater North American standardization alignment. SCC will also work with Global Affairs Canada as required, on the standardization-related components of the negotiations for the modernization of the *North American Free Trade Agreement* (NAFTA).

ENHANCED STANDARDIZATION GOVERNANCE

SCC leads Canada's standardization network through strong standardization governance, where standardization solutions are implemented that directly benefit the economic and social well-being of Canadians.

Over the planning period, SCC will onboard SCC-accredited Standards Development Organizations (SDOs) to its self-declaration process to further enhance the speed of the approval of National Standards of Canada (NSCs).

SCC will continue working with the Canadian Advisory Council on Electrical Safety (CACES), the Interprovincial Gas Advisory Council (IGAC) and the Canadian Regulatory Council on Plumbing (CRCP), to enhance governance and manage other recognized documents (ORDs) within the standardization network. To fully implement the ORD process using the centralized notification system and dealing with legacy ORDs, SCC will continue to encourage regulatory authority advisory bodies (RAABs) to use SCC's ORD process. This will assist efforts to ensure that standards, conformity assessment procedures and ORDs referenced in regulations are up-to-date and aligned across jurisdictions in Canada.

To ensure succession planning in Canada's member program, SCC will advance its framework to attract young professionals. Through this framework, young professionals will be presented with heightened opportunities to develop their skills, to become part of the national, regional and international standardization processes that support Canadian industry and governments.

SCC will further optimize and strengthen its member toolkit for committee participation through improved business tools and program collateral. This will further provide members with access to shared information and collective intelligence to develop standards that support Canada's economy and improve health and safety for Canadians.

STANDARDIZATION SOLUTIONS DELIVERED

As part of the Government of Canada's objective to adapt infrastructure to climate change impacts, SCC is developing standardization solutions to support decision-making for climate resilient infrastructure. SCC has committed to developing standardization guidance for weather data, climate information and climate change projections to integrate climate change into infrastructure design. SCC is also supporting the updating of existing infrastructure standards, like those involved in towers and antenna supporting structures, and 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 new standards to bolster the resiliency of northern infrastructure and communities.



3.3 CULTURE OF EXCELLENCE

Strategic Outcome: SCC leads Canada’s standardization network, through effective governance, to deliver relevant and responsive standardization solutions that benefit the economic and social well-being of Canadians.

Objective	Deliverable
Strengthen SCC’s culture of excellence	<ul style="list-style-type: none"> • SCC has a high performing knowledge-based workforce • SCC’s business infrastructure continues to be modernized • SCC has strong governance and sound fiscal management

Creating a strong standardization network that delivers real value to Canada is a team effort. As the leader of Canada’s standardization network, SCC will continue to bring together all members of the network to develop and implement standardization solutions and initiatives that better protect consumers, promote domestic and international trade, support sustainable development and fuel our economy. To do this, the organization must remain flexible and responsive to the needs of stakeholders, while continuing to support Canada’s priority objectives.

CULTURE OF EXCELLENCE STRENGTHENED

SCC's success is contingent on its high-performing technical and knowledge-based staff. Through its human resources strategy, the organization will focus efforts to enhance and strengthen staff capacity through personal and professional development, training plans, and a succession planning management exercise. This strategy will focus efforts towards an enhanced culture of innovation and high performance, by putting in place the foundation needed to further develop skills such as leadership, teamwork, trust and transparency at all levels of the organization. Through SCC's commitment to ongoing improvement and efforts to increase employee engagement, SCC will ensure the organization retains the expert staff necessary to effectively execute and deliver on SCC's plan.

SCC continues to modernize its business infrastructure to expand its outreach and better meet the needs of stakeholders, customers and staff. The modernization includes an improved standards management system with a dynamic collaboration platform replacing the current Sitescape platform, continued enhancements to the accreditation management systems, and updated technology capabilities. This modernized infrastructure will be more intuitive and user friendly, enabling SCC stakeholders and staff to more effectively and efficiently contribute to standardization solutions for Canada, and deliver on its mandate.

To ensure delivery on its objectives, SCC's financial plan will be prudently managed and related spending focused on supporting initiatives that are in Canada's best interest. SCC will closely monitor progress against its strategic initiatives to ensure they are balanced against established financial targets. The organization will continue to focus on its plan for ongoing cost-effectiveness in all areas of programming and will leverage its quality management processes to maximize efficiencies. SCC will continue to ensure that risk is well-managed and all available assets are leveraged to capacity with an ongoing focus on retaining overall strong fiscal governance.



4.

Measuring Performance

SCC will measure its performance against planned objectives using the following indicators. The status of each action item will be reviewed regularly to share progress and discuss any needed contingencies or mitigation plans.

OBJECTIVE	DELIVERABLE	KEY PERFORMANCE METRICS FY 2018-23				
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23

INNOVATION

Deliver innovation through standardization	Innovation proposals are developed and advanced nationally, regionally, or internationally	9 proposals	15 additional proposals	15 additional proposals	15 additional proposals	
	Standardization strategies developed for each of the government-selected superclusters	strategies developed for 5 superclusters				

OBJECTIVE	DELIVERABLE	KEY PERFORMANCE METRICS FY 2018-23				
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23

CANADIAN LEADERSHIP

Deliver competitive advantage and economic prosperity through standardization	Mutual recognition of accreditation by Canada and EU is in place for specified product categories in support of the <i>Canada-European Union: Comprehensive Economic and Trade Agreement (CETA)</i> conformity assessment protocol through the SCC-European Cooperation for Accreditation Agreement	2 product categories	2 additional product categories	2 additional product categories	2 additional product categories	2 additional product categories
	Work underway on standards alignment opportunities for regulatory reconciliation including under the CFTA Regulatory Reconciliation and Cooperation Table (RCT)	2 standards alignment opportunities	2 additional standards alignment opportunities	2 additional alignment opportunities	2 additional alignment opportunities	2 additional alignment opportunities
Provide standardization expertise to enhance free trade in North America	Continued implementation of a MoU with Mexico's Dirección General de Normas (DGN). SCC will facilitate access to Canadian standards in identified sectors for potential adoption by DGN in Mexico's national infrastructure strategy	3 identified sectors				
Enhance standardization governance in Canada	The self-declaration process for approval of NSCs is advanced Onboard SDOs	1 SDO on boarded	1 additional SDO on boarded	1 additional SDO on boarded	1 additional SDO on boarded	1 additional SDO on boarded
Deliver standardization solutions	Infrastructure Program - Adapting to Climate Change Impacts is delivered					
	<ul style="list-style-type: none"> Climate change standardization solutions are under development 	4 standardization solutions	4 additional standardization solutions			
	<ul style="list-style-type: none"> Critical infrastructure standardization solutions are under development 	5 standardization solutions	5 additional standardization solutions	5 additional standardization solutions		
	<ul style="list-style-type: none"> Northern Infrastructure standards are under development 	2 standards				
	One new or expanded accreditation program is provided biennially		1 new or expanded program		1 new or expanded program	

OBJECTIVE	DELIVERABLE	KEY PERFORMANCE METRICS FY 2018-23				
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23

CULTURE OF EXCELLENCE

Strengthen SCC's Culture of Excellence	SCC has a high performing knowledge-based workforce					
	Staff engagement survey		77%		80%	
	Voluntary attrition	Less than 10%	Less than 10%	Less than 10%	Less than 10%	Less than 10%
	Percentage of overall salary expense invested in staff training	1.5 %	1.5 %	1.5 %	1.5 %	1.5 %
	SCC's has strong governance and sound fiscal management					
	Fiscal year actual to budget variance of surplus (deficit) to be 5.0% or less of total budgeted expenditures	5%	5%	5%	5%	5%
IM/IT business infrastructure modernization						
Standards collaboration hub pilot launched	pilot launched					
Application/network overall availability (up time)	99.5% up time	99.5% up time	99.75% up time	99.75% up time	99.9% up time	



5.

Risk Management

In fulfilling its mandate, SCC's strategic priorities are directly aligned with government public policy priorities. To ensure effective risk management, SCC is increasingly looking to maximize opportunities to link risk and performance. This approach provides for a more coordinated and aligned accountability structure within the organization.

SCC's risk management approach was developed in support of SCC's corporate objectives and risk management program. It establishes an enterprise-wide approach to risk management, and facilitates a sustained corporate commitment to identify, assess, treat and report on risks that affect the organization.

RISK APPETITE

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 (0-1) = no noticeable disruption to results; manageable
Medium	Moderate (2) = material deterioration in results; may not be acceptable; management involvement would be considered
High	Major (3) = significant deterioration in results; not acceptable; senior management involvement required
High	Severe (4) = fundamental threat to operating results; Council involvement required
High	Worst Case (5) = results threaten survival of company in current form; government involvement required

SCC'S RISK DASHBOARD

SCC relies heavily on effective leadership, engaged employees utilizing modern business tools, and stakeholder engagement nationally, regionally and internationally to ensure the disciplined execution of initiatives that promote the benefits of standardization for Canada.

The organization has developed an integrated approach to performance and risk. This approach, based on current best practices, links risk tolerances and performance in order to monitor areas that may impede SCC from fulfilling its mandate.

INDICATORS	APPETITE THRESHOLDS		
	Low	Medium	High
STRATEGIC			
<p>CEO succession</p> <p>Impact: Effective leadership is required to ensure the strategic direction in support of SCC's mandate and government priorities is maintained</p> <p>Response: Succession strategy in place</p> <p>Risk: Low</p>	6 months before Order in Council (OIC) termination date	3 months before OIC termination date	Term of CEO ended - no successor has been named
<p>Council succession</p> <p>Impact: With various member terms ending, effective leadership is required to ensure the strategic direction in support of SCC's mandate and government priorities is maintained.</p> <p>Response: Succession strategy in place</p> <p>Risk: Low</p>	13 Council members (full complement)	Between 12 and 8 Council members	Less than 8 Council members
<p>Stakeholder engagement</p> <p>Impact: Ability to lead and influence Canada's standardization network through effective stakeholder engagement is required to ensure alignment with government priorities, and add value for Canada. Canada's ability to shape and influence standardization to effect marketplace rules that impact on Canadian economic prosperity</p> <p>Response: Effective communications, governance and leadership of Canada's standardization network. Open and transparent communication, encouraging two-way dialogue and understanding of stakeholder needs, will ensure that the organization's strategic goals are aligned with government priorities. SCC is working to attract, train and retain effective member program experts to participate on committees of strategic importance to Canada.</p> <p>Risk: Low</p>	<p>Canada's voting submission rate in ISO and IEC standards development is more than 95%</p> <p>SCC is supporting more than 80% of participating companies in government-selected superclusters</p>	<p>Canada's voting submission rate in ISO and IEC standards development is between 85% and 95%</p> <p>SCC is supporting between 60% and 80% of participating companies in government-selected superclusters</p>	<p>Canada's voting submission rate in ISO and IEC standards development is less than 85%</p> <p>SCC is supporting less than 60% of participating companies in government-selected superclusters</p>

INDICATORS	APPETITE THRESHOLDS		
	Low	Medium	High

OPERATIONAL

<p>Employee Engagement</p> <p>Impact: Ability to retain knowledge-based employees/ high performance teams</p> <p>Response: High engagement is needed in order to retain and provide a positive environment conducive to interests of knowledge-based workers. An action plan has been put in place to improve employee engagement in the areas of professional development, performance management and communications</p> <p>Risk: Low</p>	10% or less in voluntary staff attrition, excluding retirements	Between 10% and 15% in voluntary staff attrition, excluding retirements	Greater than 15% in voluntary staff attrition, excluding retirements
<p>Modernized business tools and processes</p> <p>Impact: Ability to meet customer organizational needs to deliver on mandate through effective and efficient programs and services</p> <p>Response: SCC continues to modernize its Information Management/Information Technology (IM/IT) infrastructure and update its Quality Management System (QMS) processes.</p> <p>Risk: Low</p>	QMS audit findings resolved in less than 4 months	QMS audit findings resolved in between 4 and 6 months	QMS audit findings resolved in greater than 6 months
	QMS process documentation less than 20% outdated	QMS process documentation between 20% and 40% outdated	QMS process documentation greater than 40% outdated

FINANCIAL

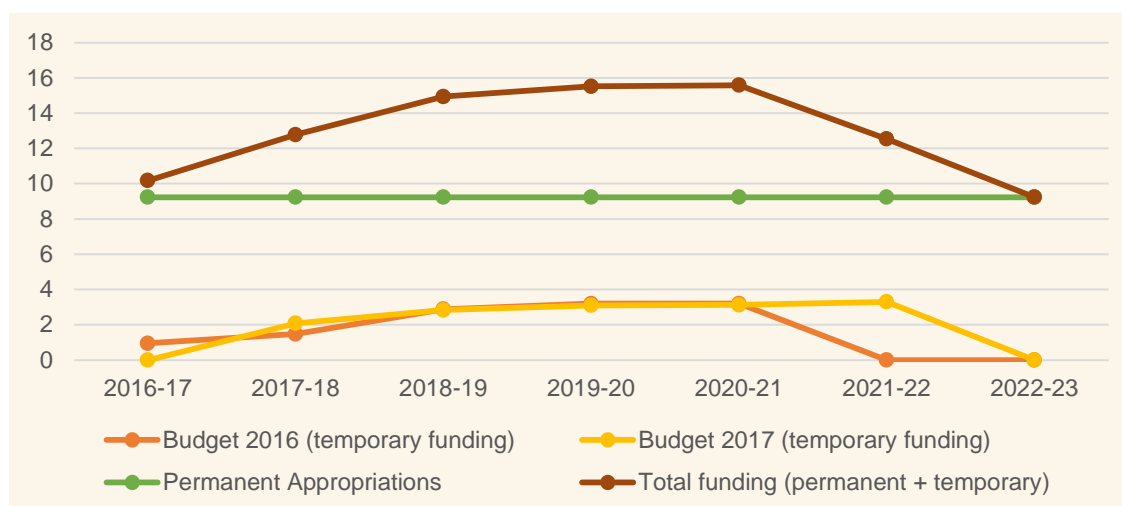
<p>Optimize SCC's financial position</p> <p>Impact: Ability to complete planned objectives in support of mandate</p> <p>Response: SCC continuously monitors its resources through strict cost-containment measures, streamlined procurement processes, performance tracking and maximized efficiencies to ensure delivery against SCC's strategic objectives</p> <p>Risk: Low</p>	Forecasted (or actual) year-end Accumulated Surplus is between 50% and 75% or between 150% and 250% the Corporate Plan Accumulated Surplus	Forecasted (or actual) year-end Accumulated Surplus is less than 50% or greater than 250% of the Corporate Plan Accumulated Surplus	Accumulated surplus is less than the targeted accumulated surplus or accumulated surplus is greater than 5.5 times the targeted accumulated surplus
	AS cost recovery greater than 95% of full cost	AS cost recovery between 90% and 95% of full cost	AS cost recovery less than 90% of full cost

SUSTAINED APPROPRIATIONS:

Without sufficient and sustained funding, SCC's recent gains in support of Canada's priorities could erode.

In Budget 2016, SCC obtained \$11.7 M in infrastructure program funding over five years, and is in its third year of developing standardization solutions to boost infrastructure resilience and create stronger communities for Canadians. In Budget 2017, SCC attained \$14.4 M in program funding over five years in support of Canada's Innovation and Skills Plan to advance the development of standards in innovative sectors of strategic importance to Canada.

With the sun setting of these programs, beginning in FY 2021-22, SCC will experience a significant drop in funding, which will impact its current momentum. As a consequence, SCC's long-term ability to support government priorities at the current level is at risk as illustrated below:



Fiscal Year	Budget 2016 (temporary infrastructure funding)	Budget 2017 (temporary innovation funding)	Permanent Appropriations	Total funding (permanent + temporary)
2016-17	0.945	0.000	9.229	10.174
2017-18	1.477	2.079	9.229	12.785
2018-19	2.881	2.833	9.229	14.943
2019-20	3.180	3.095	9.229	15.504
2020-21	3.214	3.129	9.229	15.572
2021-22	0.000	3.303	9.229	12.532
2022-23	0.000	0.000	9.229	9.229



6.

Financial Plan

6.1 Overview

Whether it is supporting Canada's Innovation and Skills Plan, adapting national infrastructure to the effects of climate change or helping to reduce trade barriers both within Canada and between Canada and other countries, SCC is directing its resources effectively toward supporting Government of Canada priorities.

SCC continues to strengthen and lead Canada's standardization network to ensure Canada's voice is heard nationally, regionally and internationally and that marketplace rules provide an economic benefit for Canada. Investments and effective prioritization of resources in this regard can significantly influence the success Canadian companies have to maintain and pursue trade opportunities.

Where standards set the bar, conformity assessment is the key to ensure that products and services conform to that standard. SCC works towards the objective of "one standard, one test, accepted everywhere", to enable Canadian companies to compete and to make products and services more affordable for Canadian consumers.

SCC remains focused on providing value to Canada. The organization continues to modernize its information management/information technology (IM/IT) platforms, maintain a robust quality management system, and provide the modern tools and culture required to effectively carry out the organization's activities. Continual improvement is a key priority for SCC. While reducing administrative costs, SCC works to increase the effectiveness and efficiency of its staff and processes to provide optimal service to its customers.

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.

The organization has also adjusted its financial plan to accommodate the conclusion of Health Canada's Medical Device Single Audit Program (MDSAP) pilot program. SCC has been advised that the MDSAP program is now mandatory in Canada and as of January 1, 2019, licenses under the Canadian Medical Devices Conformity Assessment System (CMDCAS) program will no longer be issued. As such, assessment work and revenue associated with this program will conclude in 2018.

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 objectives in support of its strategic direction

SCC's financial plan and its capital budget are developed based on planned operating activity and include the following assumptions:

- Inflationary effects on costs of 1% per year with salaries tagged to expected inflation of 1.6%.
- Moderate growth of headcount to support new strategic initiatives.
- Employee vacancy rate assumed at its current rate of 8% 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.
- Lost revenues and contribution margins from the Canadian Medical Devices Conformity Assessment System (CMDCAS) are reflected in the Plan. (As a result of a change in Health Canada policy, SCC will be losing a significant program revenue stream: Policy on the Canadian Medical Devices Conformity Assessment System (CMDCAS) - Quality Systems.)
- As a non-profit, charitable organization, SCC's accumulated surplus is higher than where management believes it should be. Therefore, SCC has intentionally planned for deficits over its five year Corporate Plan in order to reduce its accumulated surplus.

SCC's travel and hospitality policies are aligned with the Treasury Board Secretariat policy on Travel and Hospitality. Travel pre-approval, expense reimbursement (per diems aligned to National Joint Council rates), reporting and the rigours around hospitality are all strictly documented and followed. SCC undertook an extensive comparison and policy update when the treasury board directive was issued for Crown corporations. The revised travel and hospitality policies and procedures were reviewed by representatives of the Auditor General as part of SCC's annual financial audit for FY2016-2017.

6.2 2017-2018 Operating Forecast vs. 2016-2017 Actual Results

For the current fiscal year, SCC forecasts a deficit from operations of \$14.4 million before appropriations. This represents a \$2.4 million increase compared to the prior year's operating deficit of \$12.0 million. The shift in operating deficit is in alignment with SCC's long-term plan and due primarily to a planned \$2.5 million increase in costs. Increased costs are driven by investment in SCC's strategic initiatives within the areas of salaries and benefits, non-recoverable travel and meeting expenses as well as professional fees:

- Salaries, benefits and training have increased by \$1.6 million due to the temporary addition of staff for SCC's *Infrastructure: Laying the Foundation* and *Innovation* projects.
- Non-Recoverable travel, meetings and hospitality expenses have increased by \$0.8 million as a result of hosting meetings in Canada for the Pacific Area Standards Congress (PASC), the Pan American Standards Commission (COPANT) and ISO's Committee on Conformity Assessment (CASCO).
- Professional fees have increased by \$0.2 million due to the utilization of consulting services related to SCC's *Infrastructure: Laying the Foundation* and *Innovation* projects. SCC contracts out standards development projects under its operating model and leader of the standards network.

Revenue from operations increased by \$0.1 million and is driven primarily by an increase in royalties due to an increase in the volume of the sale of standards. Revenues from accreditation services are expected to remain unchanged from the previous year's results and are forecasted to finish at \$7.8 million.

SCC forecasts a year-over-year increase in appropriations of \$2.8 million. The year-over-year increase is driven by a \$2.5 million increase in the profile of approved funding for SCC programs: \$0.5 million for *Infrastructure: Laying the Foundation*, \$2.1 million for *Innovation* and a reduction of \$0.1 million for other initiatives. Forecasted reimbursements of one-time expenditures are expected to increase by \$0.3 million to \$0.5 million.

After combining its operating deficit with appropriations, SCC is forecasting a deficit of \$1.2 million for the 2017-2018 fiscal year which is a \$0.3 million decrease in relation to the deficit of \$1.5 million reported for fiscal 2016-2017.

6.3 2017-2018 Operating Forecast vs. 2017-2018 Budget

For March 31, 2018, SCC forecasts a deficit from operations of \$14.4 million before appropriations representing a \$0.4 million decrease compared to its budgeted operating deficit of \$14.8 million before appropriations. The majority of this variance can be attributed to reduced expenses. Amortization, insurance and other expenses decreased by \$0.4 million due to a delay in the anticipated implementation of modernized IM/IT software. SCC is prudently managing expenditures in the current year to offset cost pressures in the plan over the five-year period.

Total revenue from operations is forecast at \$9.9 million, which is slightly lower than its budget of \$10.0 million. This decreased revenue stems from accreditation services which have an offsetting reduction in recoverable travel and assessor expenses as a result of focused cost management.

SCC forecasts appropriations of \$13.3 million, which is \$0.5 million higher than its budgeted amount of \$12.8 million. The increase in appropriation stems from the reimbursements of unplanned one-time expenditures.

After combining its operating deficit with appropriations, SCC is forecasting a deficit of \$1.2 million for the 2017-2018 fiscal year which is a \$0.9 million decrease relative to its budgeted deficit of \$2.0 million for the same time-frame.

SCC is forecasting a year-end accumulated surplus of \$2.7 million. Although significant for SCC, this surplus is anticipated to be temporary as future years' planned deficits will utilize a significant portion of this surplus.

6.4 2017-2018 Operating Forecast vs 2018-2019 Corporate Plan

For fiscal year 2018-2019, SCC has planned a deficit from operations of \$15.2 million before appropriations, which represents a \$0.7 million increase compared to its forecast of \$14.4 million before appropriations for fiscal year 2017-2018.

Overall, revenue from operations is planned in 2018-2019 at \$10.2 million, which is consistent with the \$9.9 million of revenues forecasted for 2017-2018. The growth in revenue is driven by an increase in the amount of assessment revenue stemming from increased year-over-year activity.

Overall, expenses from operations are planned in 2018-2019 at \$25.3 million; a \$0.9 million increase from the 2017-2018 forecast of \$24.4 million. This increase is driven primarily by an increase in amortization, salaries and benefits, as well as increases in non-recoverable travel and professional fees. Amortization is planned to increase by \$0.5 million based on the anticipated implementation of modernized IM/IT software. Recoverable travel costs are planned to increase by \$0.5 million due to increased assessment activity and are partially offset by additional assessment related revenue. Salaries and benefits, are planned to increase by \$0.2 million due to the filling of Innovation program related positions and inflation. Partially offsetting these increases is a \$0.3 million reduction in non-recoverable travel, meetings and hospitality expenses because during 2017-2018, SCC hosted COPANT, PASC and CASCO annual meetings that will not be hosted again by SCC in 2018-2019.

Appropriations are planned at \$14.9 million and have increased by \$1.7 million versus the \$13.3 million included in SCC's 2017-2018 forecast. This year-over-year increase is driven by a \$2.2 million increase in the profile of approved funding for SCC programs: \$1.4 million for Adapting Infrastructure to Climate Change and \$0.8 million for Canada's Innovation and Skills Plan. Forecasted reimbursements of one-time expenditures are expected to decrease by \$0.5 million.

After government appropriations, SCC has planned a net deficit of \$0.2 million which will be funded out of accumulated surplus. The annual deficit is \$0.9 million lower than SCC's forecasted deficit of \$1.2 million thousand for 2017-2018.

SCC's planned year-end accumulated surplus is \$2.5 million. After \$1.0 million internally restricted to be consistent with SCC's Accumulated Surplus Target, there is a remaining balance of \$1.5 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.

6.5 2017-2018 Capital Expenditures Forecast

Total capital expenditures of \$0.7 million in 2017-2018 are forecasted to be in line with its budget of \$0.7 million.

\$0.5 million of the \$0.7 million is related to IM/IT software and hardware modernization. Work on new IM/IT architecture in 2017-2018 is focused on the development and implementation of a new solution for managing the Accreditation Services business activities as well as developing a plan for the replacement of SCC's SiteScape platform. The 2017-2018 capital forecast relates primarily to those two 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.

The balance of capital spend in the current forecast (\$0.2 million) relates to lifecycle replacement projects, such as hardware/software scheduled refresh.

6.6 2018-2019 Capital Plan and 5-Year Capital Investment Plan

SCC's 2018-2019 total capital investment budget is planned at \$1.2 million.

Capital related to IM/IT projects is planned to be \$1.0 million and is consistent with appropriations received as part of SCC's Innovation program. The functional IM/IT areas of focus for capital related projects will be the implementation of a new standards hub with workflow, collaboration and documents management, enhanced functionality of the accreditation services business management solution as well as work to upgrade SCC's financial, contracting and standards monitoring databases. Focus in these areas will drive future operational efficiency for which a cost savings estimate has been included within SCC's corporate plan.

Furniture, small office equipment lifecycle upgrades and other minor capital investments such as hardware/software scheduled refresh are planned at a cost of \$0.2 million per year starting in 2018-2019 and carrying through for all five years of the Plan.

STANDARDS COUNCIL OF CANADA CAPITAL INVESTMENT PLAN

YEAR ENDED MARCH 31 (in thousands of dollars)	2016-2017 ACTUALS	2017-2018		FIVE-YEAR PLAN				
		BUDGET	FORECAST	2018- 2019	2019- 2020	2020- 2021	2021- 2022	2022- 2023
IM/IT infrastructure equipment	162	24	75	186	101	50	50	50
Software & Other	341	670	650	975	125	125	125	125
Furniture & small office equipment	49	50	25	25	25	25	25	25
Leasehold Improvements	-	-	-	-	-	-	-	-
Total Capital Investment Plan	552	744	750	1,186	251	200	200	200

STANDARDS COUNCIL OF CANADA PRO FORMA STATEMENT OF OPERATIONS

FOR THE YEAR ENDED MARCH 31 (In thousands of dollars)	ACTUAL 2016-2017	BUDGET 2017-2018	FORE- CAST 2017-2018	PLAN				
				2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Revenue from Operations								
Accreditation Revenue	7,750	8,063	7,760	8,069	7,468	7,598	7,729	7,861
SCC eStore	1,234	1,200	1,303	1,250	1,263	1,276	1,289	1,302
Innovative Services	311	165	218	188	190	192	194	196
Other Income	530	575	657	649	650	652	654	656
Total Revenue from Operations	9,825	10,003	9,938	10,156	9,571	9,718	9,866	10,015
Total Expenses	21,829	24,832	24,374	25,330	24,936	24,433	23,773	19,716
Deficit from Operations	(12,004)	(14,829)	(14,436)	(15,174)	(15,365)	(14,715)	(13,907)	(9,701)
Parliamentary Appropriation	10,515	12,785	13,285	14,943	15,504	15,572	12,532	9,229
Deficit for the year	(1,489)	(2,044)	(1,151)	(231)	139	857	(1,375)	(472)
Accumulated Surplus, Open	5,339	3,688	3,850	2,699	2,468	2,607	3,464	2,089
Accumulated Surplus, End	3,850	1,644	2,699	2,468	2,607	3,464	2,089	1,617

STANDARDS COUNCIL OF CANADA PRO FORMA STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	ACTUAL 2016-2017	FORECAST 2017-2018	PLAN				
			2018- 2019	2019- 2020	2020- 2021	2021- 2022	2022- 2023
Financial Assets:							
Cash	1,757	1,479	1,066	1,623	3,114	2,209	1,284
Accounts Receivable:							
Federal Departments and agencies	431	331	334	337	340	343	346
Other	3,957	3,147	3,221	3,491	3,547	3,603	3,660
Total Financial Assets	6,145	4,957	4,621	5,451	7,001	6,155	5,290
Liabilities:							
Accounts Payable and Accrued Liabilities	2,995	3,169	3,293	3,242	3,176	3,090	2,563
Contributions Received	85	286	289	292	295	298	301
Deferred Revenue	2,134	2,155	2,277	2,300	2,323	2,346	2,369
Tenant Improvement Allowance	1,037	961	885	809	733	657	581
Total Liabilities	6,251	6,571	6,744	6,643	6,527	6,391	5,814
Net financial assets / (debt)	(106)	(1,614)	(2,123)	(1,192)	474	(236)	(524)
Non-Financial Assets:							
Prepaid Expenses	1,196	1,208	1,220	1,232	1,244	1,256	1,269
Tangible Capital Assets (Net)	2,760	3,105	3,371	2,567	1,746	1,069	872
Total Non- Financial Assets	3,956	4,313	4,591	3,799	2,990	2,325	2,141
Accumulated Surplus	3,850	2,699	2,468	2,607	3,464	2,089	1,617

STANDARDS COUNCIL OF CANADA PRO FORMA STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	ACTUAL 2016-2017	FORECAST 2017-2018	PLAN				
			2018- 2019	2019- 2020	2020- 2021	2021- 2022	2022- 2023
Total Annual Surplus / (Deficit)	(1,489)	(1,151)	(231)	139	857	(1,375)	(472)
Acquisition of tangible capital assets	(552)	(750)	(1,186)	(251)	(200)	(200)	(200)
Amortization of tangible capital assets	285	405	920	1,055	1,021	877	397
(Increase) / Decrease in Prepaid Expenses	(58)	(12)	(12)	(12)	(12)	(12)	(13)
Increase / (Decrease) in Net Financial Assets / (Debt)	(1,814)	(1,508)	(509)	931	1,666	(710)	(288)
Net Financial Assets / (Debt) Beginning of year	1,708	(106)	(1,614)	(2,123)	(1,192)	474	(236)
Net Financial Assets / (Debt) End of year	(106)	(1,614)	(2,123)	(1,192)	474	(236)	(524)

STANDARDS COUNCIL OF CANADA PRO FORMA STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	ACTUAL 2016-2017	FORECAST 2017-2018	PLAN				
			2018- 2019	2019- 2020	2020- 2021	2021- 2022	2022- 2023
Net Cash from Operations							
Annual Surplus / (Deficit)	(1,489)	(1,151)	(231)	139	857	(1,375)	(472)
Adjustments for Non-Cash Items:							
Amortization of tangible capital assets	285	405	920	1,055	1,021	877	397
Changes in:							
prepaid expense	(58)	(12)	(12)	(12)	(12)	(12)	(13)
deferred revenue	(346)	(55)	46	(53)	(53)	(53)	(53)
accounts receivable	254	910	(77)	(273)	(59)	(59)	(60)
payables and accrued liabilities	675	174	124	(51)	(66)	(86)	(527)
contributions received	(12)	201	3	3	3	3	3
Net Change in Cash from Operations	(691)	472	773	808	1,691	(705)	(725)
Cash Applied to Capital Transactions							
Additions to tangible capital assets	(552)	(750)	(1,186)	(251)	(200)	(200)	(200)
Increase / (Decrease) in Cash and Cash Equivalents	(1,243)	(278)	(413)	557	1,491	(905)	(925)
Cash and Cash Equivalents, Beginning of year	3,000	1,757	1,479	1,066	1,623	3,114	2,209
Cash and Cash Equivalents, End of year	1,757	1,479	1,066	1,623	3,114	2,209	1,284



7.

Corporate Profile

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*.

7.1 Mandate

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:

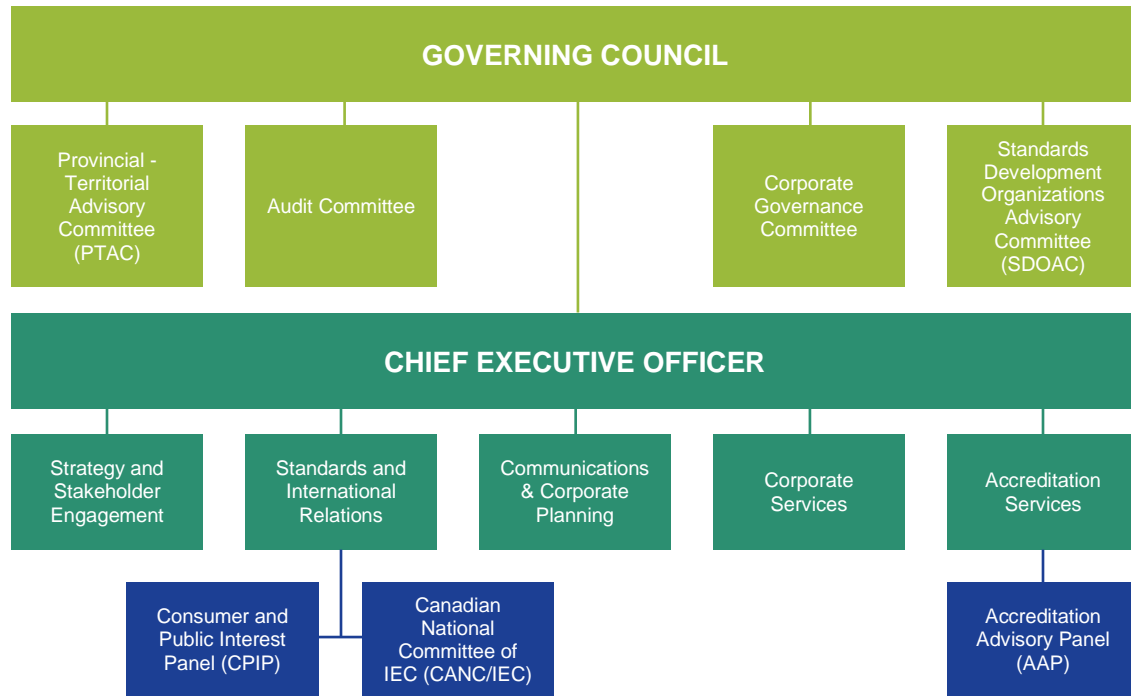
- Promote the participation of Canadians in voluntary standards activities
- Promote public- and private-sector cooperation in voluntary standardization in Canada
- Coordinate and oversee the efforts of people and organizations involved in Canada's network of standardization professionals;
- Foster quality, 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

ANNUAL PUBLIC MEETING

Through its Annual Public Meeting, held pursuant to Canada's *Financial Administration Act*, SCC invites stakeholders and members of the public to learn more about SCC's mandate. During this meeting, SCC's stakeholders and members of the public are given the opportunity to ask questions, to make observations, and to interact with SCC's management team and governing Council.

7.2 SCC's Council Structure

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



GOVERNING COUNCIL

SCC's governing Council reports to Parliament through the Minister of Innovation, Science and Economic Development. The organization's CEO is appointed by the Governor-in-Council on the recommendation of the Minister and reports directly to SCC's governing Council. The Council is comprised of 13 members, 10 of whom are appointed by the Governor-in-Council through an Order-in-Council and the 3 other members sit on governing 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 governing Council is appointed to represent a broad spectrum of stakeholder interests in the private sector and 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 fulfilment of SCC'S mandate. While Council members bring a variety of skill-sets, varying perspectives and expertise to the work of Council, members are responsible for ensuring that decisions are taken in the best interest of SCC.

As a matter of good governance, the SCC Council skills matrix is one element that SCC Council uses in conjunction with other relevant practices to ensure an appropriate mix of skill-sets on Council. SCC's succession planning matters are routinely reviewed by the Corporate Governance Committee and reported at Council.

Governing Council Members:

<p>Kathy Milsom P.Eng., ICD.D President and CEO Toronto Community Housing Corporation, <i>Chair</i></p>	<p>Dr. Glenn Feltham President and CEO, Northern Alberta Institute of Technology</p>	<p>Sara Jane Snook M.Eng., P.Eng., FCAE Principal, SJD Management Ltd.</p>
<p>Suzanne (Suzie) Gignac Partner, Ernst & Young LLP <i>Audit Committee Chair</i></p>	<p>Merete Heggelund Chief Administrative Officer Municipal Services City of Medicine Hat, Alberta <i>Corporate Governance Committee Chair</i></p>	<p>Jim Young, P. Eng. Director of Environment Department of Environment, Labour and Justice, Government of Prince Edward Island <i>Provincial-Territorial Advisory Committee Chair</i></p>
<p>Colin Clark Chief Technical Officer Brookfield Renewable</p>	<p>Mary Cianchetti, P.Eng. President of Standards, CSA Group <i>Standards Development Organizations Advisory Committee Chair</i></p>	<p>Paul Pierlot Director, Regulatory Accountability Government of Manitoba <i>Provincial-Territorial Advisory Committee Vice-Chair</i></p>
<p>Kathryn Coll President and Managing Partner, HR Atlantic</p>		

The governing 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.

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

PROVINCIAL-TERRITORIAL ADVISORY COMMITTEE (PTAC)

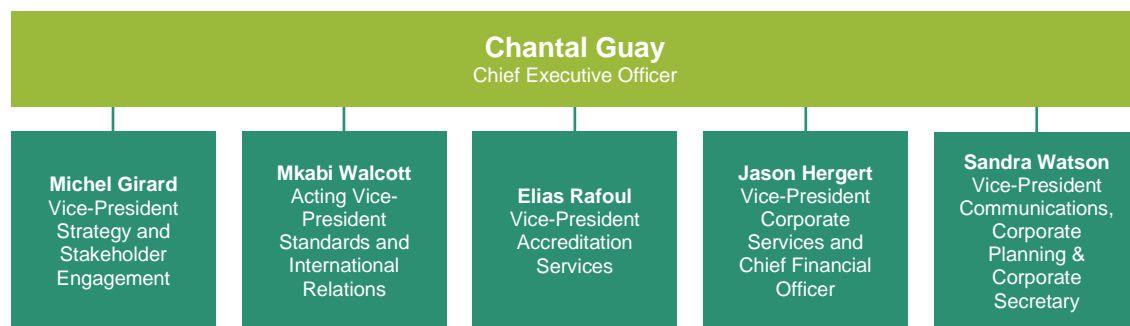
PTAC is established in the *Standards Council of Canada Act*. PTAC promotes cooperation and communication between the provinces, territories and SCC, and provincial and territorial participation in Canadian standardization activities.

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 112. The organization's work is led by its Chief Executive Officer (CEO), Chantal Guay Walter. The CEO is supported by SCC's Executive Team.



7.3 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. Through the development of policy positions on cross-cutting national, regional and international issues, the branch provides advice and support to the CEO, senior management, the Governing Council, and other SCC branches. The Strategy and Stakeholder Engagement 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 Infrastructure and Climate Change. The branch also provides standardization-related policy advice to the federal government in the negotiations of Canada's Free Trade Agreements such as CETA and NAFTA 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 governments, as well as industry, to drive the implementation of strategic objectives. The branch also provides secretariat functions to PTAC, NPSAC and the following RAABs, CACES, IGAC and CRCP.

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. The branch:

- oversees Canadian standards development activities under SCC-accredited standards development organizations,
- sets recommended requirements used for the accreditation of standards development organization, and
- provides process governance and guidance to ensure compliance with appropriate requirements for the development, adoption and publication of National Standards of Canada.

The branch also manages the sale of ISO and IEC standards and National Standards of Canada, and coordinates Canada's interest in regional standards organizations such as:

- Pan American Standards Commission (COPANT),
- Pacific Area Standards Congress (PASC),
- Forum of the IEC National Committees of the Americas (FINCA) and,
- Réseau Normalisation et Francophonie (RNF).

In doing so, SCC engages 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.

Corporate Services

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

Communications and Corporate Planning

The Communications and Corporate Planning branch provides corporate communications services for the organization that includes internal and external communications planning, a full line of communications products, website and event management, social media and translation services.

The branch is also responsible for corporate planning, risk management, government reporting (including Access to Information and Privacy requests), as well as research for internal and external audiences, including standards inventory monitoring and quantifying the value of standardization.

The Corporate secretariat role, which oversees secretariat and governance policy support to SCC's Governing Council, also falls under the purview of the branch.

Supporting Bodies

SCC is also supported by two advisory panels and one committee:

- **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.
- **Consumer and Public Interest Panel**
The Consumer and Public Interest Panel provides strategic and policy advice on standardization matters that impact Canadian consumers and public interest groups, as well as, ISO Committee on consumer policy (COPOLCO). The panel falls under the purview of SCC's Standards and International Relations branch.
- **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 of Acronyms

AAP (SCC) Accreditation Advisory Panel

ADM Assistant Deputy Minister

ANS American National Standard

ANSI American National Standards Institute

APLAC Asia Pacific Laboratory Accreditation Cooperation

APM Annual Public Meeting

APS (SCC) Advisory Panel on Standards

CAC Canadian Advisory Committee

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

CEPA Canada and India Comprehensive Economic Partnership Agreement

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

CSN Central Notification System

COPANT Pan American Standards Commission

CPIP (SCC) Consumer and Public Interest Panel

CRCP Canadian Regulatory Council on Plumbing

DGN Dirección General de Normas

EA European Accreditation

EFC Electro-Federation Canada

EU European Union

FPT Federal, Provincial, Territorial

FTAs Free trade agreements

FTEs Full Time Equivalents

GDP Gross domestic product

GHG Greenhouse gas

GIC Governor in Council

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

IGAC Interprovincial Gas Advisory Council

ILAC International Laboratory Accreditation Cooperation

IM/IT Information Management/ Information Technology

ISACC ICT Standards Advisory Council of Canada

ISED Innovation, Science and Economic Development Canada

ISD International Standards Development

ISO International Organization for Standardization

ISO/IEC International Organization for Standardization/International Electrotechnical Commission

ITU International Telecommunications Union

LAP Laboratory accreditation program

MLAs Multi-lateral agreements

MOA Memorandum of Agreement

MOU Memorandum of Understanding

MRAs mutual recognition agreements

MSR Monitor standards in regulations

NACWP North American Competitiveness Work Plan

NFPA National Fire Protection Association

NISI Northern Infrastructure Standardization Initiative

NPSAC National Public Safety Advisory Committee

NSCs National Standards of Canada

OECD Organization for Economic Co-operation and Development's

OIC Order in Council

ORDs Other recognized documents

PASC Pacific Area Standards Congress

P/T Provincial/Territorial

PTAC (SCC) Provincial-Territorial Advisory Committee

QMS Quality management system

SCC Standards Council of Canada

SDOAC (SCC) Standards Development Organizations Advisory Committee

SDOs Standards development organizations

TBS Treasury Board Secretariat

TBT Technical Barriers to Trade

TCA Tangible Capital Assets

TPP Trans-Pacific Partnership

WSD World Standards Day

WTO World Trade Organization