

# Innovation, Science and Economic Development Canada

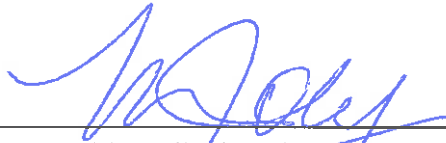
2020–21

## Departmental Plan



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The Honourable Navdeep Bains, P.C., M.P.  
Minister of Innovation, Science and Industry



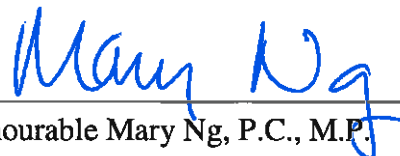
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Minister of Economic Development and  
Official Languages



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Minister for Women and Gender Equality and  
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International Trade

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## From the Ministers

It is our pleasure to present the 2020–21 Departmental Plan for Innovation, Science and Economic Development Canada. We are working across the Portfolio to enhance Canada’s innovation performance, improve conditions for business investments, help our Canadian businesses succeed and grow, increase Canada’s share of global trade and build a fair and efficient marketplace that promotes consumer choice and competition.

We will continue to work with provinces, territories, municipalities, Indigenous peoples, business owners, industry, stakeholders and all Canadians to deliver an economic agenda that is growing an internationally competitive, knowledge-based economy while achieving our environmental goals.

Through the Innovation Superclusters Initiative, we will support innovation ecosystems across the country to bolster job creation, technology adoption, investment and scale-up opportunities for Canadian businesses. At the same time, the Strategic Innovation Fund will support Canada’s traditionally strong industries, such as automotive and aerospace, as well as emerging industries, such as cleantech, with a goal of increasing productivity and innovation—especially as we transition to a low-carbon economy. In addition, as better environmental outcomes continue to drive demand for cleantech solutions, the Government will work with Canadian businesses to make our country the best place to start and grow a cleantech company.

We will put into place modern rules in Canada for a digital and data-driven economy so that Canadians can reap the benefits while ensuring that their privacy and data are secure by advancing Canada’s Digital Charter. Our goal is to build a foundation of trust for Canadians to live and work in the digital economy, while providing certainty for business. In parallel, to help ensure that all Canadians can participate and prosper in the digital economy, we will continue our efforts to lower cellphone bills and increase high-speed broadband coverage in rural Canada. We will continue to work towards our ambitious target of ensuring 95 per cent of Canadian homes and businesses will have access to Internet speeds of at least 50/10 Mbps by 2026 and 100 per cent by 2030, no matter where they are located.

The discoveries made by Canada’s post-secondary researchers help make life better for Canadians. Their work addresses the great challenges of our age, including climate change, clean growth and a healthy society. We will pursue our investments in science and research and foster our continued relationship with the community—including by promoting gender equity, diversity and inclusion in academia. We will also ensure that federal research is fully available to the public, that researchers can speak freely about their work, and that scientific analysis is considered when the Government makes decisions.

In 2020–21, we will provide continued support to small and medium-sized enterprises (SME) and entrepreneurs in communities across the country as they not only start up but also scale up. We will work across government to meet the goal of doubling the number of women-owned businesses in Canada by 2025. We will also maintain a strong focus on services for Canadian business owners and entrepreneurs looking to expand into the global marketplace. More broadly, as part of our efforts for the export mobilization of Canadian SMEs, we will examine current programming to ensure that Canada’s SMEs are maximizing the comparative advantage that our vibrant diversity and diaspora communities bring.

In support of Canada’s tourism sector, we will implement the Federal Tourism Growth Strategy, which includes investing in exciting, new products and experiences as well as dispersing international visitors beyond the usual destinations and the summer season. This regionally focused approach will be delivered by Canada’s regional development agencies (RDA), which remain responsive to the unique economic development opportunities and challenges across the country. The RDAs will also encourage opportunities to increase trade and investment in key sectors that are economic drivers for the regions.

Through all these initiatives and more, we are continuing to deliver on our commitment to fostering a dynamic and growing economy that creates jobs, opportunities and a better quality of life for all Canadians.



**The Honourable  
Navdeep Bains**  
Minister of  
Innovation, Science  
and Industry



**The Honourable  
Mélanie Joly**  
Minister of Economic  
Development and  
Official Languages



**The Honourable  
Maryam Monsef**  
Minister for Women  
and Gender Equality  
and Rural Economic  
Development



**The Honourable  
Mary Ng**  
Minister of Small  
Business, Export  
Promotion and  
International Trade

## Plans at a glance

### **Supporting Canadian innovation and investing in research and innovation ecosystems**

In 2020–21, Innovation, Science, and Economic Development Canada (ISED) will continue to support job creation, technology adoption, investment and scale-up through continued delivery of programming aimed at growing an innovation economy and strengthening innovation ecosystems across the country, particularly those based on partnerships between businesses and post-secondary institutions.

Most notably, the Department will continue to support Canada's five superclusters under the Innovation Superclusters Initiative (ISI) and will continue to align related programming to ensure their success as global leaders. ISED will also continue to finance research and development projects through the Strategic Innovation Fund (SIF), including projects submitted under SIF's new funding stream (Stream 5), which supports large-scale initiatives that create high-impact collaborations for the benefit of Canadians and Canadian innovation ecosystems. ISED programs will also prioritize helping businesses and researchers develop innovative responses to environmental challenges, ensuring Canada's participation and leadership in the global clean technology market.

In 2020–21, ISED will pursue partnerships to continue advancing Canada's vision for science and research and efforts to strengthen science and research ecosystems. ISED will work in collaboration with Health Canada on the design of the Strategic Science Fund, which will be the Government's new tool to support third-party science and research organizations. ISED will also work alongside Public Services and Procurement Canada to renew federal science and technology laboratories and enable collaboration and cutting-edge science.

To help build an innovative, competitive, people-centered and inclusive digital and data economy built on trust, the Department will continue work to advance Canada's Digital Charter.

### **Ensuring Canada's success in a global digital economy**

Building on existing partnerships with the private sector, provinces, territories, municipalities, Indigenous communities, and official language minority communities, ISED will continue its leadership role under Canada's Connectivity Strategy to improve access to high-speed Internet services for all Canadians, and achieve the Government of Canada's goal for all Canadians to have access to high-speed Internet by 2030 measured at 50 megabits per second (Mbps) download and 10 Mbps upload. One key component of this strategy is the Universal Broadband Fund, to be established in 2020–21 to invest up to \$1 billion over 10 years and make a significant contribution toward connecting underserved rural, northern and remote communities. Through

programs such as CanCode and the Digital Literacy Exchange, the Department will also continue to support the development of the skills and knowledge required for Canadians to access information and opportunities online with confidence and prepare to fully participate in the digital economy.

Furthermore, ISED will continue to prepare for making spectrum available for 5G in the 3500 MHz, millimetre wave and 3800 MHz bands. This will support the deployment of next-generation telecom services that will drive innovation and bring benefits across Canada, while ensuring that spectrum is awarded based on commitments towards consumer choice, affordability and broad access, and that space is reserved for new entrants.

### **Supporting economic growth across Canada’s regions**

ISED will work with the Regional Development Agencies (RDAs) on a renewed framework for regional economic development, with the view of further helping entrepreneurs and communities diversify local economies and create more jobs. Through the Federal Economic Development Initiative for Northern Ontario more specifically, and in alignment with RDAs, ISED will continue in 2020–21 to deliver on the Regional Economic Growth through Innovation (REGI) program, to help create the ideal conditions for the development of strong, dynamic and inclusive regional economies throughout the country. Building on the new Federal Tourism Growth Strategy, ISED will also support the creation of a Tourism Communities Fund to invest in the local needs of communities that rely on tourism.

### **Helping small businesses innovate and export**

In 2020–21, the Department will continue to support entrepreneurs and Canadian SMEs to start up, scale up, and access new markets. For example, investments through Innovative Solutions Canada will seek to inspire Canadian small businesses to solve complex government challenges through innovative ideas. ISED will also continue to roll out eLearning tools to help businesses develop the skills and knowledge to be more cyber secure and support their efforts to obtain their certification under CyberSecure Canada, a collaboration between ISED, the Communications Security Establishment and the Standards Council of Canada. Furthermore, under ISED’s Mobilizing SMEs to Export Initiative, the Department will invest in the Trade Accelerator Program to encourage promising small businesses to export and ensure they have the support needed to do so.

For more information on ISED’s plans, priorities and planned results, see the “Core responsibilities: planned results and resources, and key risks” section of this report.



## Core responsibilities: planned results and resources, and key risks

This section contains detailed information on the department’s planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

### People, Skills and Communities

#### Description

Support the creation, transfer and diffusion of knowledge to ensure that Canadians, including underrepresented individuals: are equipped with the skills and tools to participate in an innovative, high-growth economy; advance a culture of innovation where Canadians are motivated to address local, regional, national and/or global challenges; benefit from growth of the middle class across communities; have increased access to affordable broadband and mobile Internet, including in rural and remote regions; and are protected and informed consumers.

#### Planning highlights

**Departmental Result:** Canada has a highly skilled workforce that is equipped for jobs in an innovative and high-growth economy

ISED’s departmental mission is to foster a growing, competitive and knowledge-based Canadian economy. A large part of this mission is ensuring that our workforce is properly equipped for the jobs of today and the future—this means supporting Canadians throughout their lifetimes and ensuring firms have the pipeline of talent they need to grow. From inspiring youth to pursue careers in coding to lifelong skills development, ISED’s interconnected suite of programs use partnerships to build a resilient and skilled workforce for the future.

In 2020–21, ISED will deliver the second phase of [CanCode](#)<sup>i</sup>, which aims to improve Canadian youth’s digital literacy and skills, and targets under-represented groups most at risk of being left behind by the rapid adoption of digital technology. The Department will continue to provide project support and funding to the 27 partner organizations selected, thereby ensuring an additional two million coding and digital skills training opportunities by March 2021, on top of the close to two million already provided under the program’s initial phase. ISED will also undertake research through selected recipients to evaluate program impact assessment and support program renewal.

ISED will also continue to fund and direct programming in support of increasing work-integrated learning (WIL) opportunities in Canada. In 2020–21, ISED will fund the Business/Higher Education Roundtable (BHER) to convene partners, coordinate and align stakeholder efforts

across Canada, and secure commitments from industry across all segments of the economy to create an additional 44,000 WIL placements per year for students from all academic disciplines by 2021–22. ISED will also continue ramping up placements through Mitacs to achieve the target of 10,000 WIL placements by 2021–22.

In addition, the Department will begin disbursing funding to projects selected under the second competition of [Digital Skills for Youth \(DS4Y\)](#)<sup>ii</sup>. The program is a component of the interdepartmental Youth Employment and Skills Strategy and provides digital skills training and work experience to underemployed post-secondary graduates. Going forward, DS4Y will increase the funding it offers from \$15,000 to \$20,000 per internship to help improve the employability of young graduates so that they can succeed in the digital economy.

**Departmental Result:** Canadian communities are connected to and use digital infrastructure

Technology is not only accelerating change, but also transforming industries and business models. Strong connectivity and access to high-speed Internet is necessary to live, study and work in today's digital world, but it is still lacking in many rural, northern and remote communities. Through various initiatives, ISED is working to increase high-speed broadband coverage in rural Canada by leading the rollout of Budget 2019 investments of up to \$6 billion over 10 years toward the goal of universal connectivity, developing and implementing programming towards further improvements and ensuring that investments by the Government of Canada, provincial and territorial partners and the private sector are coordinated to best prepare rural Canada for success in the digital economy. These efforts aim to bridge the digital divide and achieve the Government of Canada's goal to deliver high-speed Internet measured at 50 megabits per second (Mbps) download and 10 Mbps upload to 100 per cent of Canadian homes and businesses by 2030. Delivering high-speed Internet to every Canadian, especially in more rural and remote areas, will help businesses grow, create new jobs and connect more people to the resources, services and information they need to build a better future.

### Building the Universal Broadband Fund together to bring connectivity to underserved communities

In 2020–21, ISED will establish the [Universal Broadband Fund](#), a key component of the Connectivity Strategy that commits to investing up to \$1 billion over 10 years to support broadband projects across the country and bring high-speed connectivity to underserved communities. To ensure that the Fund meets the unique needs of rural, northern and remote communities in Canada, ISED is conducting targeted engagement with provinces and territories, municipalities, Internet-service providers of all sizes, and Indigenous communities on technical design and delivery aspects in advance of the launch of the program. These efforts are part of a whole-of-government commitment to strengthen rural perspectives in the design of federal policies and programs, as set out in *Rural Opportunities, National Prosperity: An Economic Development Strategy for Rural Canada*—the Government's roadmap for supporting strong and resilient rural communities.

In 2020–21, ISED will notably continue its leadership role under [Canada's Connectivity Strategy](#)<sup>iii</sup> to improve access to high-speed Internet services for all Canadians, including those in rural, remote and Indigenous communities, through implementation efforts of action items in the Strategy governed by the three pillars of: High-Speed Access for All, Investing for Impact, and Partnering for Progress. One key component of the Connectivity Strategy is the [Universal Broadband Fund](#)<sup>iv</sup>, to be established in 2020–21 to invest up to \$1 billion over 10 years to bring high-speed connectivity to underserved communities.

ISED is also working to secure advanced, new, low-latency Low Earth Orbit satellite capacity to bring reliable high-speed Internet access to the most rural and remote regions of Canada.

Further, as announced in Budget 2019, an additional \$85 million will be provided to ISED's [Connect to Innovate \(CTI\) program](#)<sup>v</sup>, on top of the original Budget 2016 funding of \$500 million, to support investment in high-speed Internet backbone infrastructure and the delivery of high-speed broadband to 975 communities, including 190 Indigenous communities.

ISED's [Connecting Families initiative](#)<sup>vi</sup> will continue to provide low-cost, high-speed Internet to more low-income families. In 2020–21, ISED will increase the number of Internet Service Providers participating in the initiative and deliver up to 10,000 refurbished computers at no cost to families who need it most through the [Computers for Schools \(CFS\) program](#)<sup>vii</sup>. Additionally, through CFS, ISED will also refurbish and deliver an estimated 70,000 ready-to-use computers and other digital services to schools, libraries, non-profits, Indigenous communities and low-income individuals. In addition, the [Computers for School Intern \(CFSI\) program](#)<sup>viii</sup>, part of the Youth Employment and Skills Strategy, will offer 210 internships to enhance the employability and marketability of underrepresented youth through valuable work experience aimed to develop and enhance advanced digital skills. An independent [program evaluation](#)<sup>ix</sup> carried out in 2016 established that the program was relevant and delivered good value for public money, noting that there is a continued need to provide refurbished computers to students and other Canadians. Its findings underscored that the CFS provides an environmentally responsible means for governments and businesses to dispose of surplus computers, as well as provides youth with internships that give them opportunities to develop the skills necessary to enter the workforce.

The development of digital skills will also be supported through ISED's [Digital Literacy Exchange Program \(DLEP\)](#)<sup>x</sup>, which funds 36 not-for-profit partner organizations selected to deliver digital skills training to underrepresented groups. The program provides support for Indigenous peoples, persons living with disabilities, seniors, those who do not speak English at home and those who have not completed high school so they can improve their skills and increase their level of confidence in using computers and the Internet safely, securely and effectively.

The [Accessible Technology Program \(ATP\)](#)<sup>xi</sup>, jointly led by the private sector, not-for-profit

organizations and research institutes, funds the development of affordable assistive and adaptive devices and digital technologies that remove barriers to employment experienced by Canadians who live with disabilities. The ATP was launched in 2017–18 and is currently supporting 15 projects, with eight expected to be commercialized by March 31, 2021. With an overall target of 28 projects to be funded by March 31, 2022, all products are expected to be marketed by March 31, 2026.

**Departmental Result:** Canada’s entrepreneurs represent all segments of Canadian society

Canada’s diversity is its strength in an increasingly interconnected global economy. ISED promotes continued gender equality and diversity in Canadian companies by ensuring support to entrepreneurs from underrepresented groups, including women and Indigenous peoples. The Department also works in close collaboration with the RDAs to support a government-wide economic plan that is responsive to the unique opportunities and challenges of Canadians and communities across the country.

Under the [Women Entrepreneurship Strategy \(WES\)](#)<sup>xii</sup>, ISED will continue to assist women to start and grow their businesses through access to financing, talent, networks and expertise, helping toward the Government of Canada’s goal of doubling the number of women-owned businesses in Canada by 2025. In 2020–21, ISED will deliver the second year of the [WES Ecosystem Fund](#)<sup>xiii</sup>—a total of up to \$85 million over three years that is to be invested collectively through the RDAs, including the Federal Economic Development Initiative for Northern Ontario (FedNor), to help not-for-profit organizations support women-led businesses.

ISED will also continue its support of the [Women Entrepreneurship Knowledge Hub](#)<sup>xiv</sup>, a one-stop source of knowledge, data and best practices for women entrepreneurs. The Hub collects, analyzes and disseminates information with the aim of advancing research on women’s entrepreneurship to better understand and assist women entrepreneurs. Furthermore, ISED will lead a steering committee with representation from more than 20 federal organizations to coordinate implementation of initiatives supporting women entrepreneurs.

Also in 2020–21, the Department will work interdepartmentally to ensure that the RDAs have the tools they need to support the economic agenda in a manner that responds to the needs of Canadians in every region.

Through FedNor more specifically, and in alignment with RDAs, ISED will continue implementing the [Regional Economic Growth through Innovation \(REGI\) program](#)<sup>xv</sup>, with the goals of advancing growth and innovation and diversifying economies to build stronger and more innovative communities in Northern Ontario. In 2020–21, FedNor will focus REGI investments on scaling up SMEs to accelerate their growth and allow them to become more globally competitive. Through the [Prosperity and Growth Strategy for Northern Ontario](#)<sup>xvi</sup>, ISED will support investments with strategic partners to strengthen the regional innovation ecosystem and

will fund an overarching Come North campaign to help communities meet the conditions required to attract and retain talent and skilled workers.

### **Gender-based analysis plus**

In 2020–21, ISED will continue its work on key initiatives that target underrepresented groups ensuring that they are equipped for jobs in an innovative and high-growth economy. Programs such as the Digital Literacy Exchange will monitor and analyze recipient projects and quarterly reporting to ensure reach to underrepresented groups (i.e., Indigenous peoples, persons living with disabilities, seniors, those who do not speak English at home and those who have not completed high school) and geographic coverage and that demographic targets are met. Additionally, the Women Entrepreneurship Knowledge Hub will collect, analyze and disseminate information and advance research on women's entrepreneurship to better understand and assist women entrepreneurs.

### **United Nations' 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)**

ISED supports the UN SDGs through Canada's efforts to develop the 2030 Agenda National Strategy. In particular, ISED's mandate, programs and initiatives support the achievement of SDG 9 that focusses on Industry, Innovation and Infrastructure. Under ISED's People, Skills and Communities core responsibility, examples of the Department's contributions to SDG 9 include FedNor's investments in clean tech projects—in alignment with the Budget 2016 announcement that RDAs will collectively increase their annual support for clean technology to \$100M—as well as the CFS and CFS Interns programs that help refurbish computers and train youth in related green job skills.

### **Key risk**

The Canadian economy continually offers new opportunities. In positioning ourselves for those opportunities, we need to leverage a skilled and diverse workforce, as well as access the right tools, technology and infrastructure. The diversity of needs across a wide array of stakeholders can raise challenges for ensuring alignment towards common goals for the innovative and high-growth economy.

To mitigate this risk, ISED seeks to continuously strengthen its connection with key industry stakeholders, and governmental and non-governmental organizations to equip Canadians with the skills and tools they need. For example, ISED continues to invest in equipping Canadian youth with digital skills, including coding and data analytics, and digital content development through the CanCode program. This commitment to Canadian youth will foster a workforce of the future that will benefit a wide range of needs. ISED is also equipping Canadians with a modern digital infrastructure through programming such as Connect to Innovate that will bring

high-speed Internet infrastructure and broadband to 975 communities, including 190 Indigenous communities, to help bridge the digital divide and ensure all Canadians can participate and prosper in the digital economy.

## Planned results for People, Skills and Communities

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
Canada has a highly skilled workforce that is equipped for jobs in an innovative and high growth economy	Percentage of professional, science and technology-related jobs in Canada's economy	40%	December 31, 2025†	34% (2016)	34% (2017)	34% (2018)
	Number of science, technology, engineering and mathematics graduates in Canada	175,000	December 31, 2025	120,867 (2016)	124,974 (2017)	Available in fall 2020
	Number of Canadians that receive digital and coding skills training and development opportunities through ISED programs	2,000,000 (Note 1)	March 31, 2021 (Note 1)	270 (Note 2)	281,403 (Note 2)	1.75 million (Note 2)
Canadian communities are connected and use digital infrastructure	Percentage of population with access to ultrafast broadband (Note 3)	80% (at 1 Gbps)  100% (at 50/10 Mbps)	December 31, 2020†  December 31, 2030	1 Gbps: 40% (2016)	1 Gbps: 50% (2017)  50/10 Mbps: 84% (2017)	1 Gbps: 65% (2018)  50/10 Mbps: 85.7% (2018)
	Percentage of households with an Internet connection (including across underserved individuals, such as low-income)	100%	December 31, 2025†	87.4% (2016)	89% (2017)	Available in winter 2020

Canada's entrepreneurs represent all segments of Canadian society (Note 5)	Percentage of small and medium-sized enterprises that are majority-owned by women, Indigenous people, youth, visible minorities and persons with disabilities	Women: 25% Indigenous people: 1.6% Youth: 17% Visible minorities: 14% Persons with disabilities: 0.6%	December 31, 2025†	Not available (Statistics Canada survey conducted every three years)	Women: 15.6% Indigenous people: 1.4% Youth (under 40): 15.8% Visible minorities: 12.2% Persons with disabilities: 0.5% (Note 4)	Data next available in 2021 (Statistics Canada survey conducted every three years)
	Number of small and medium-sized enterprises supported by ISED programs, including those that are majority-owned by women, Indigenous people, youth, visible minorities and persons with disabilities.	TBD (Note 5)	TBD (Note 5)	Not available – new indicator	Not available – new indicator	For the Futurpreneur program only: 804 Specific groups: TBD (Note 5)

† The date to achieve this target is linked to Canada's Innovation and Skills Plan Charter.

Note 1: This target is for the years 2019–20 and 2020–21, covering the delivery of CanCode's second phase.

Note 2: Results for 2016–17 are for the Technical Work Experience Program (TWEP – now known as the Computers for School Intern (CFSI) Program) only. Starting in 2017–18, results also include CanCode, and starting in 2018–19, results include Digital Skills for Youth and Digital Literacy Exchange Program. Results indicate the total number of participants across programs and may count certain participants more than once if the same individuals participated in more than one training opportunity.

Note 3: As announced in Budget 2019, the Government set a national target in which 100% of Canadian homes and businesses will have access to internet speeds of at least 50/10 Mbps by 2030, no matter where they are located in the country.

Note 4: For the results on youth specifically, 1.7% of SMEs have primary decision makers younger than 30, and 14.1% have primary decision makers between 30 and 39 (Source: Survey on Financing and Growth of SMEs, 2017). The 2017–18 results presented in the table align with the Futurpreneur definition of youth, which is between 18 and 39.

Note 5: A data strategy is being developed to track this indicator and targets will be set in the next Department Plan. The Futurpreneur program (targeted at youth aged 18 to 39) supported 804 SMEs in 2018–19, of which 358 are majority-owned by women and 38 are majority-owned by Indigenous people.

Financial, human resources and performance information for ISED's Program Inventory is



available in the [GC InfoBase](#).<sup>xvii</sup>

### Planned budgetary financial resources for People, Skills and Communities

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
470,190,113	470,190,113	268,232,397	99,766,117

The decrease between 2020–21 and 2022–23 Planned Spending is mainly related to the sunseting of several contribution programs, namely: Mitacs Inc., Digital Skills for Youth, Connecting Families Initiative, Accessible Technology Development program, Digital Literacy Exchange Program, Connecting Canadians Program and Connect to Innovate.

Financial, human resources and performance information for ISED’s Program Inventory is available in the [GC InfoBase](#).<sup>xviii</sup>

### Planned human resources for People, Skills and Communities

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
188	187	186

Financial, human resources and performance information for ISED’s Program Inventory is available in the [GC InfoBase](#).<sup>xix</sup>

## Science, Technology, Research and Commercialization

### Description

Support and enable business-led investment and strategic collaborations for leading-edge technology development and commercialization; maintain and strengthen Canada's research excellence, including support for fundamental science, experimentation and exploration to address global challenges.

### Planning highlights

**Departmental Result:** World-leading superclusters are grown in Canada

ISED helps Canadian businesses innovate and grow, resulting in good quality jobs and wealth for Canadians. The [Innovation Superclusters Initiative \(ISI\)](#)<sup>xx</sup> is an anchor of this work, through

its efforts to grow clusters—dense areas of business activity containing large and small companies, as well as post-secondary and other research institutions—into business-led innovation superclusters. The ISI supports industries where Canada has competitive advantage, and will continue to drive Canadian excellence in our unique areas of strength while bridging the gaps from science to commercialization to investment and scale up.

In 2020–21, the Department will continue to administer and monitor the contribution agreements signed with each of Canada's five superclusters: Digital Technology Supercluster; Protein Industries Supercluster; Next Generation Manufacturing Supercluster; Scale AI Supercluster, and Ocean Supercluster. Federal contributions will be matched dollar-for-dollar by private industry and other partners, and are expected to result in the creation of more than 50,000 jobs and grow Canada's gross domestic product. ISED will also work with the superclusters to ensure effective operations as they build their project pipelines and rollout projects. ISED will work with other federal departments to ensure alignment of related federal resources, identify opportunities for regulatory modernization and develop an international strategy to attract investment and talent and to extend the reach of superclusters beyond Canada.

**Departmental Result:** Canadian businesses invest more in research and development

Business expenditure on research and development (BERD) is a key indicator of private sector commitment to innovation. Through a number of its key initiatives, and in collaboration with the work of Portfolio partners, ISED supports collaborations between the private sector and post-secondary institutions to grow BERD.

Under the ISI, ISED fosters collaborations and exchanges between industry, post-secondary institutions and government to develop, advance and commercialize new technological solutions. This initiative will address important industrial challenges, and boost productivity and competitiveness in sectors of economic strength. The ISI will support the development of labour force skills and capabilities by implementing projects that aim to enhance regional labour force skills and address industry need for talent.

**Departmental Result:** Canada has a world-leading research capacity

Budget 2018 announced an investment of nearly \$4 billion over five years in research and in the next generation of scientists, with a focus on empowering more women, Indigenous peoples and those otherwise underrepresented in research to pursue a career in the sciences.

In 2020–21, ISED will pursue the partnerships that will continue to advance [Canada's vision for science and research](#)<sup>xxi</sup> and support a thriving research ecosystem. ISED will work in collaboration with Health Canada and maintain an ongoing dialogue with stakeholders on the

design and establishment of the new Strategic Science Fund, which will be the Government's key new tool to support third-party science and research organizations. Further, working alongside Public Services and Procurement Canada, ISED will support the renewal and building of a world-class national network of modern and multipurpose federal science and technology laboratories that support collaboration, multidisciplinary research and innovation, and evidence-based decision-making.

ISED will continue to implement and monitor contributions to third-party science and research organizations that deliver a wide range of research and innovation-related activities across Canada. These contributions help foster research collaboration between postsecondary research institutions, industry and civil society, and advance areas of strategic interests, such as emerging technologies.

In 2020–21, ISED will continue to participate and support the [Canada Research Coordinating Committee \(CRCC\)](#)<sup>xxii</sup> and its mandate to achieve greater harmonization and coordination of the policies and programs of the granting agencies and the Canada Foundation for Innovation. The CRCC will continue the work to build on achievements to date, including continued engagement with the research community to inform CRCC and government priorities, and strengthened support for international, interdisciplinary, fast-breaking and high-risk research through the New Frontiers in Research Fund (NFRF). The CRCC will also continue to build on its commitment to strengthen equity, diversity and inclusion in research, including research capacity of Indigenous communities.

ISED will also support Canada's Chief Science Advisor (CSA) in continuing to establish a network of departmental science advisors across federal departments and agencies, furthering horizontal work to look at the state federal science, and on cross-cutting files. The ultimate goal is to ensure the government's pure and applied science is fully available to the public, that scientists are able to speak freely about their work, and that scientific analysis from across Canada and around the world is considered when the Government makes decisions. In 2020–21, the CSA will support federal organizations in the implementation of the open science roadmap, provide a framework for the use of scientific information in Canada's new impact assessment process under the *Impact Assessment Act*, and provide advice on improving the collection of data on federal science activities and workforce.

In addition, ISED will monitor and support the ongoing implementation of the [Digital Research Infrastructure \(DRI\) strategy](#)<sup>xxiii</sup> to ensure that academic researchers in Canada have access to the digital tools necessary to conduct world-leading research. In 2020–21, ISED will oversee funding for a national not-for-profit DRI-governing corporation responsible for developing and implementing a national vision for advanced digital research infrastructure and data management. ISED will also continue to support the expansion of advanced research computing capacity at the five existing national host sites by winter 2021, with the goal of increasing

computing capacity available to Canada’s academic researchers by approximately 50%.

The Department will also support the continued operation, safeguarding and maintenance of Canada’s digital network for research and education through implementation of the renewed contribution agreement with CANARIE from 2020 to 2024, with an enhanced cybersecurity mandate.

ISED will also continue to support the Government’s work on the ethical use of data and digital tools like artificial intelligence (AI) for better government, as well as continue efforts to shape the broader AI policy landscape to harness its potential to improve the lives of all Canadians.

On a domestic level, the Department will serve in 2020–21 as secretariat to the Advisory Council on AI and engage with federal-provincial-territorial (FPT) partners to develop a cohesive domestic approach. ISED will also foster public awareness and trust in AI by establishing an AI Public Awareness Working Group, reporting to Canada’s Advisory Council on AI. In addition, ISED will continue to support the [Pan-Canadian AI Strategy Chairs](#)<sup>xxiv</sup> work to increase the number of highly skilled researchers, enhance collaboration among centres of expertise and demonstrate global leadership in AI technology advancement. Support will also be provided to the work of Quebec’s Scale AI Supercluster to advance

### Ensuring global leadership on AI

ISED will work with the Government of France and other international partners to launch the Global Partnership on AI (GPAI), which will support and guide the responsible adoption of AI in a way that is human-centric and grounded in human rights, inclusion, diversity and innovation and economic growth. In fall 2020, ISED will host the first annual meeting of the GPAI Multistakeholder Experts Group Plenary in Canada. In 2020–21, continued support will also be provided to the new Montreal-based international centre of expertise for the advancement of AI, as per the September 2019 announcement of up to \$10 million in funding over 5 years. ISED will continue work to lead and shape the global AI dialogue by supporting and reflecting Canadian values as part of AI conversations at [international forums like the G7, G20 and OECD](#).

Canada’s AI ecosystem and global advantage through the adoption and commercialization of AI supply chain solutions, and the development of a current and future AI-abled workforce.

### Gender-based analysis plus

ISED will continue to promote equity, diversity and inclusion by collaborating with other federal organizations and advancing [Canada’s vision for science and research](#)<sup>xxv</sup>, which aims to build scientific excellence and strengthen data across the sciences. In collaboration with Statistics Canada, ISED will publish findings of the [2019 Survey of Postsecondary Faculty and Researchers](#)<sup>xxvi</sup>. The Survey results will be used to fill data gaps on equity, diversity and inclusion among those who teach or conduct research in Canada’s postsecondary sector and will inform the development of relevant federal policies and programs.

## United Nations' 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)

ISED supports the UN SDGs through Canada's efforts to develop the 2030 Agenda National Strategy. In particular, ISED's mandate, programs and initiatives support the achievement of SDG 9 that focusses on Industry, Innovation and Infrastructure. Under ISED's Science, Technology, Research and Commercialization core responsibility, examples of the Department's contributions to SDG 9 include research, development and commercialization investments made through the Innovation Superclusters Initiative. For example, the first seven projects announced by the Digital Technology Supercluster included the Earth Data Store, a platform to aggregate and analyze geospatial and earth observation data—and this enabling of analytics can facilitate good stewardship of ecosystems by enabling insights to understand, monitor, and manage our environment and resources in a sustainable manner.

### Key risk

There is inherent uncertainty when investing in research and development and experimentation. To mitigate this risk, ISED is undertaking a range of work to support research and development in Canada and foster collaboration and coordination. This includes work being undertaken through the Digital Research Infrastructure Strategy to coordinate investments in academic research as well as ISED's effort to support collaborations and interactions between various stakeholders to develop, advance and commercialize technological solutions through the Innovation Superclusters Initiative. In addition, ISED will continue to work with Health Canada on the design of the Strategic Science Fund to provide coordinated support of third-party science and research organizations.

### Planned results for Science, Technology, Research and Commercialization

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
World-leading superclusters are grown in Canada	Number of new firms created (in targeted areas)	150	March 31, 2023	New program – N/A	New program – N/A	New program – N/A
	Number of anchor firms (in targeted areas)	100	March 31, 2023	New program – N/A	New program – N/A	New program – N/A
	Value of investments leveraged to develop clusters as a result of ISED	\$1.20	March 31, 2023	New program – N/A	New program – N/A	New program – N/A

	program funding (per dollar invested)					
Canadian businesses invest more in research and development (Note 3)	Business Expenditure in Research and Development (in dollars) (Note 1)	\$30 billion	December 31, 2025†	\$18.1 billion (2016)	\$18.7 billion (2017)	Final result not available at time of publication
	Percentage of companies engaged in collaborations with higher education institutions (Note 2)	6%	December 31, 2025†	Not available (occasional Statistics Canada survey)	3.2% (2015-2017)	Not available (occasional Statistics Canada survey)
Canada has world leading-research capacity	Canada's rank among Organisation for Economic Co-operation and Development nations on the citation score of science research publications	10th	December 31, 2025†	16th (2016)	16th (2017) (Note 1)	18th (2018) (Note 4)
	Number of co-authored publications between federal and non-federal scientists	2,479	December 2020	2,538 (2016) (Note 1)	2,395 (2017) (Note 1)	2,444 (2018)
	Value of investments leveraged in science and research infrastructure as a result of ISED program funding (per dollar invested)	\$1.00	March 31, 2021	\$1.50 (Note 5)	\$1.50 (Note 5)	\$1.60 (Note 5)

† The date to achieve this target is linked to Canada's Innovation and Skills Plan Charter.

Note 1: Statistical revisions are carried out regularly in the data source for this indicator. Therefore, in this table, past years' values may differ from those published in previous ISED reports (Departmental Plan, Departmental Results Report).

Note 2: New data from Statistics Canada's Survey of Innovation and Business Strategy tracks collaboration by measuring co-operation partnerships on innovation activities between enterprises and other organizations.

Note 3: This Departmental Result also has an indicator counting the, “Value of Business Expenditure in Research and Development by firms receiving ISED program funding (in dollars)”. A data strategy is being developed to track this indicator and a target will be set in the next Department Plan

Note 4: This ranking is based on a relative index of the number of citations obtained for Canadian scientific articles compared to those from other OECD countries. While the number of scientific articles published by Canadian researchers increased by 6% in 2018 compared to 2017, Canada’s citation index dropped slightly as foreign scientific articles were cited more often than Canadian articles.

Note 5: The past results for this indicator apply only to the Post-Secondary Institutions Strategic Investment Fund. Other ISED programs will start using this indicator in future years, but results will be tracked against program-specific targets as defined and appropriate for each initiative.

Financial, human resources and performance information for ISED’s Program Inventory is available in the [GC InfoBase](#).<sup>xxvii</sup>

Planned budgetary financial resources for Science, Technology, Research and Commercialization

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
968,026,763	968,026,763	1,139,899,233	959,649,569

The decrease between 2021–22 and 2022–23 Planned Spending is mainly related to the variation in the funding profile for the Innovation Superclusters Initiative (ISI), a program ending in 2022–23.

Financial, human resources and performance information for ISED’s Program Inventory is available in the [GC InfoBase](#).<sup>xxviii</sup>

Planned human resources for Science, Technology, Research and Commercialization

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
121	121	121

Financial, human resources and performance information for ISED’s Program Inventory is available in the [GC InfoBase](#).<sup>xxix</sup>

## Companies, Investment and Growth

### Description

Provide support to help grow small, medium and large Canadian businesses into globally competitive, high-impact firms; ensure a fair and competitive marketplace; promote the conditions that support competitive prices and product choices, including in the telecommunications sector; simplify government programming, promote efforts to reduce red tape for businesses, putting in place the right conditions for market-driven innovation and promoting inclusive growth and an



economy that works for everyone; reduce barriers to the movement of goods, services, capital and labour; grow Canada's tourism sector.

### Planning highlights

**Departmental Result:** Canada becomes a global leader in clean technologies

ISED is supporting government-wide efforts to make Canada a global leader in the growing clean technology market, which will promote job creation for Canadians while protecting the environment.

In 2020–21, the [Clean Growth Hub](#)<sup>xxx</sup>—an initiative that ISED co-leads with Natural Resources Canada in partnership with 16 departments and agencies—will continue to deliver on its three-part mandate to help clean technology stakeholders identify and navigate federal programs and services most relevant to their needs, improve federal coordination, and strengthen federal capacity to track clean technology outcomes. As part of the inter-departmental [Clean Technology Data Strategy](#)<sup>xxxi</sup>, the Clean Growth Hub will also work to improve the consistency and quality of data collected by federal programs on clean technology outcomes.

Furthermore, through [Sustainable Development Technology Canada \(SDTC\)](#)<sup>xxxii</sup>, ISED will continue to help Canadian companies develop and deploy globally competitive clean technology solutions that address environmental challenges related to climate change, clean air, clean water and clean soil.

**Departmental Result:** Canadian companies are globally competitive and achieve high growth

ISED continues to support Canada's traditionally strong industries—including automotive, aerospace, life sciences and agri-food—to increase innovation, competitiveness, productivity and economic growth. The [Strategic Innovation Fund \(SIF\)](#)<sup>xxxiii</sup> is intended to spur innovation in all sectors of the Canadian economy, accelerate areas of competitive advantage and expand the role of Canadian firms in regional and global supply chains. In 2020–21, ISED will continue to assess projects submitted under SIF's funding streams, including the new Stream 5, which supports large-scale initiatives that create high-impact collaborations to support Canadian innovation ecosystems. Through SIF ISED will continue to finance research and development projects and build on the work of the [Economic Strategy Tables](#)<sup>xxxiv</sup>.

As the largest purchaser of goods and services in Canada, the federal government will continue leveraging its procurement power to help Canadian small businesses commercialize their ideas. Through ISED's [Innovative Solutions Canada \(ISC\)](#)<sup>xxxv</sup>, over \$140 million is being invested by the program. In 2020–21, ISED will continue launching challenges and testing opportunities on a broad range of topics under ISC's two streams: Challenge Stream, and Testing Stream (formerly



the Build in Canada Innovation Program). The launch of ISC challenges and testing opportunities will offer enhanced support to Canadian innovators and greater options for government departments and agencies to access and support the development of new and novel solutions which currently do not exist in the marketplace, and test a broad range of leading-edge, late-stage, pre-commercial innovations in real-life settings.

Through the [Accelerated Growth Service \(AGS\)](#)<sup>xxxvi</sup>, ISED will continue to help growth-oriented Canadian businesses access the key government services they need to grow and realize their potential, such as financing, exporting, innovation and business advice. In its next phase (2020–21), the AGS program will continue to implement the Budget 2018 commitment to double the number of AGS Innovation Advisors to better serve more high-growth firms and leverage new and existing partnerships across all levels of government and non-governmental organizations to further expand the AGS offering (including assistance in navigating procurement and regulatory challenges). The AGS will also improve its service by reviewing, streamlining, and digitizing its services to make it more accessible and streamline data sharing for both partners and clients.

ISED continues to support Canada’s National Cyber Security Strategy, which includes the implementation, oversight and evaluation of the cyber certification program, [CyberSecure Canada](#)<sup>xxxvii</sup>—a collaboration between ISED, the Communications Security Establishment and the Standards Council of Canada—that helps SMEs protect themselves against cyber threats. In 2020–21, ISED will continue to roll out eLearning tools to help businesses develop the skills and knowledge to be more cyber secure and support their efforts to obtain their CyberSecure Canada certification. Work will also be done to support telecommunication infrastructure resiliency and establish a cyber security standard, which will include public consultations led by the Standard Development Organization. It is expected that 1,000 SMEs will be certified by March 31, 2021. In a similar vein, ISED will launch the new program announced in Budget 2019 to support cyber security networks across Canada affiliated with post-secondary institutions. These networks will expand research, development, and commercialization partnerships between academia and the private sector, thereby expanding the pipeline of cyber security talent in Canada.

In 2020–21, ISED will also continue to leverage the economic benefits from defence and major Canadian Coast Guard procurements through the [Industrial and Technological Benefits \(ITB\) Policy](#)<sup>xxxviii</sup> to create jobs and support economic growth for Canadians. In 2020–21, ISED will continue this work, and on a procurement-by-procurement basis, foster the development of key industrial capabilities that reflect both emerging Canadian technologies and existing Canadian industrial strengths. The Department will also continue to apply the [National Shipbuilding Strategy](#)<sup>xxxix</sup> Value Proposition to ensure benefits that support a sustainable Canadian marine industry over the long term.

**Departmental Result:** Canada is a location and destination of choice for investment, growth and tourism

ISED will work with Invest in Canada and other government departments to implement initiatives that encourage investments that enhance Canada’s competitiveness and economic strength while protecting national security. This includes work to highlight growth opportunities in Canadian artificial intelligence and the tourism sector, and entice private sector investment in ambitious projects both domestically and internationally. ISED will also continue the timely processing of foreign investment notifications and applications for review filed by foreign investors under the *Investment Canada Act*<sup>xl</sup>.

Free trade agreements contribute to the Government of Canada’s goal of attracting job-creating investments. In 2020–21, ISED will implement provisions of key trade agreements already in force, such as the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) and the Canada-European Union Comprehensive Economic and Trade Agreement (CETA), continue to pursue domestic implementation of the Canada-United States-Mexico Agreement (CUSMA), and continue to support ongoing trade negotiations with Pacific Alliance and with Mercosur.

In 2020–21, ISED will collaborate with federal department partners to pursue trade diversification and export promotion initiatives, including helping ensure an effective implementation of programming and supports that provide a superior client experience. The [Business Women in International Trade program](#)<sup>xli</sup>, which contributes to ISED’s Women Entrepreneurship Strategy, is an example of such initiatives.

The new [Federal Tourism Growth Strategy](#)<sup>xlii</sup> also supports market diversification and encourages tourism, including Indigenous tourism, as an economic driver for the regions. Under the Strategy, the Department is working to build tourism in Canada’s communities, attract investment to the visitor economy, and renew public-private collaboration on tourism. Through FedNor and in collaboration with other RDAs, ISED will continue to deliver the [Canadian Experiences Fund](#)<sup>xliii</sup>, which supports five priority areas: Tourism in rural and remote communities, Indigenous tourism, winter and shoulder season tourism, inclusiveness, and farm-to-table tourism/culinary tourism. The Department is also working with Destination Canada and

### Helping SMEs grow in the global marketplace

Canada is the only G7 country to have trade deals with all other G7 countries. Through 14 trade agreements, Canadian SMEs have better access to 1.5 billion customers in over 50 countries. In 2020–21, as part of the Government of Canada’s Export Diversification Strategy, a \$1.1-billion initiative to increase Canada’s overseas exports by 50% by 2025, ISED will notably invest in the Trade Accelerator Program (TAP) to encourage promising small businesses to export and ensure they have the support needed to do so. It is estimated this funding will support about 112 TAP cohorts and reach about 1,680 SMEs across the country. This will help SMEs and all Canadians: when Canadian businesses export, they become more productive, create more jobs, grow faster, and invest more in research and development.

the RDAs to launch a Tourism Investment Group in each region of the country. In 2020–21, ISED will support public-private collaboration on tourism to identify long-term solutions to growth barriers through a Tourism Economic Strategy Table. ISED will also support the work of the Canadian Council of Tourism Ministers and preparations for its next meeting in 2020. Finally, the Department will work towards the creation of a Tourism Communities Fund to invest \$100 million in the local needs of communities that rely on tourism.

In 2020–21, ISED will also continue to help small businesses grow through the [Canada Small Business Financing Program](#)<sup>xliv</sup> (CSBFP), which helps businesses get access to loans that would otherwise not be available or would only be available under less favourable terms. On an annual basis, the CSBFP is expected to provide access to financing to approximately 5,300 small businesses and continue to facilitate access to roughly \$1 billion in debt financing.

Building trust in the digital economy is another key pillar of ISED's efforts to market Canada as a destination of choice for investments. In this digital world, Canadians must be able to trust that their privacy is protected, that their data will not be misused, and that companies operating in this space communicate in a simple and straightforward manner with their users. This trust is the foundation on which our digital and data-driven economy will be built. ISED is working with businesses and Canadians to ensure that privacy is protected, data is kept safe, and Canadian companies can lead the world in innovations that fully embrace the benefits of the digital economy.

Intellectual property (IP) is integral to growing firms and fueling innovation in today's increasingly intangible economy. In 2020–21, the Department will continue delivering on key elements of Canada's [Intellectual Property Strategy](#)<sup>xlv</sup> to encourage Canadian innovators to leverage their IP to its full potential. In addition, ISED will move forward with regulations to complete legislative changes aimed at preventing misuse of the IP regime, clarifying acceptable practices, and facilitating dispute resolution. The Department will also continue to increase awareness of [ExploreIP: Canada's IP Marketplace](#)<sup>xlvi</sup>, which was launched in August 2019 to enable businesses to quickly locate, access and acquire public sector IP. Building on its current database of 35 public sector organizations featuring over 2,700 inventions, the department is growing this one-stop shop giving businesses access to all active commercialization opportunities of Canadian public sector institutions. ExploreIP has the added value of providing the licensing status of patents and enabling businesses to directly contact the right person for licencing opportunities.

Further, ISED will also participate in the creation of a College of Patent and Trademark Agents to regulate the profession, clarify acceptable practices and prevent misuse of IP rights. The Department will also continue to provide management and oversight for the delivery of the IP Strategy's Patent Collective Pilot Program, the IP Legal Clinics Program and the Indigenous IP Program.

To harness Canada’s IP potential, the Canadian Intellectual Property Office (CIPO) will continue to build an understanding of IP among Canadians through its IP awareness and education program. The program will deliver a series of eLearning tools, and expand its suite of seminars, training and information resources to meet the needs of businesses and innovators in key growth sectors.

The Department will also support the Government of Canada’s objective to reduce the average cost of cellular phone bills in Canada by 25 per cent, and continue to support the deployment of next-generation telecom services, including 5G, and award spectrum access based on commitments towards consumer choice, affordability and broad access, as well as reserve space for new entrants.

More specifically, the Department will continue implementing the Government’s \$199 million investment over five years to modernize spectrum equipment and processes required to promote favourable interference-free spectrum conditions to support world-class networks and protect the health and safety of Canadians through the transition to 5G. ISED will also continue to prepare for making spectrum available for 5G in the 3500 MHz, millimetre wave and 3800 MHz bands. Through inter-governmental collaborations, ISED will continue to identify and execute required projects to support the release and implementation of standards for 5G ecosystems in a way that encourages a competitive wireless landscape while ensuring the resiliency of Canada’s telecommunications infrastructure.

Through the Communications Research Centre Canada, ISED will continue its [Grand Challenge Research](#)<sup>xlvi</sup>. This evidence-based approach will enable the Department to sustainably manage the spectrum and open up unused frequencies for commercial uses, in support of the goals of a competitive wireless industry, strong investment conditions, broadband availability, digital capacity, and cyber-resilience. In 2020–21, this research will develop and improve sustainable spectrum management and monitoring techniques.

The Department contributes to the prosperity of Canada by ensuring that markets are open and competitive for businesses and consumers. The Competition Bureau (the Bureau) contributes to this work through its enforcement of the *Competition Act*<sup>xlvi</sup> and competition promotion efforts. In 2020–21, the Bureau will protect competition and innovation by taking timely enforcement action. This will include using all of the tools at its disposal to address anti-competitive activity, including interim orders. The Bureau will continue to investigate concerns of anti-competitive activity and deceptive conduct in the digital economy and take action, where needed. In 2020–21, the Bureau will also host a Digital Enforcement Summit to discuss technological challenges and opportunities for competition enforcement in the digital era, experiment with new solutions and tools, and establish a new network of digital expertise.

The Bureau will continue to provide advice to regulators and policy makers on how to foster competition and innovation in the economy, and commence a new market study in a sector of

importance to Canadians. To ensure Canadian consumers have helpful and timely information to make informed purchasing decisions, the Bureau will continue to release consumer and business alerts, as well as actively participate in Fraud Prevention Month. The Bureau will also continue to strengthen its relationships with international and domestic partners by participating in various fora, including by assuming the presidency of the International Consumer Protection and Enforcement Network, with a focus on promoting truth in advertising online and building consumer confidence in the digital economy.

Other important work will be accomplished through ISED's regulatory entities to support an efficient and effective marketplace. For example, the Office of the Superintendent of Bankruptcy (OSB) will continue to license and regulate the insolvency profession, supervise and enforce stakeholder compliance with the insolvency system, ensure an efficient and effective regulatory framework and maintain the public insolvency record and statistics. In 2020–21, the OSB will consult with stakeholders on a comprehensive regulatory review in support of administration burden reduction and modernization, and develop online tools to increase consumer awareness regarding solutions for serious financial challenges.

Through Measurement Canada (MC), ISED will also continue to review Canada's measurement legislative and regulatory framework, build a digital service capacity and improvements to client service delivery, as well as develop and implement a modern operational and regulatory framework for the adoption of clean technology at MC.

**Departmental Result:** Canadian innovators have simplified access to tools and support

ISED is currently undertaking a number of initiatives to make it easier for small businesses to interact with government and enable more efficient digital self-service. These efforts align with the new whole-of-government approach to business innovation programs, which aims to reduce the number of programs by two-thirds and offer a simplified suite of programs. The four flagship programs—the National Research Council-Industrial Research Assistance Program, Regional Development Agencies, the Strategic Innovation Fund, and the Trade Commissioner Service—correspond to different firm growth stages.

ISED's [Innovation Canada platform](#)<sup>xlix</sup> plays a key role in supporting this commitment by serving as a single window for Canadian businesses to discover the most relevant programs and services to help them grow, from across all levels of government. In 2020–21, ISED will continue to strengthen this platform to refer growing business between programs without inconvenience or interruption, and enable Canadians to be notified when new programs and services become available and when deadlines are approaching. In 2020–21, ISED will connect clients with relevant programs and services by introducing artificial intelligence to the matching process, and will ensure Canadians get accurate and timely data by enabling other government departments to provide real-time updates. ISED will also aim to provide a consolidated and

enhanced service offering for SMEs looking to connect with federal departments, crown corporations and additional programming.

Also in 2020–21, ISED will continue to work in collaboration with provincial and territorial partners on the Multi-jurisdictional Registry Access Service (MRAS), which enables Canada's business registries to share data. This work helps to align business support programs across governments and supports economic growth. Specifically, MRAS supports an online search service that currently allows the public to search for business information seamlessly across the business registries in five provinces—British Columbia, Alberta, Manitoba, Ontario and Quebec—as well as the federal database of corporations. In 2020-21, MRAS will enable businesses in British Columbia, Alberta, Saskatchewan, and Manitoba to register in those provinces using a tell-us-once registration process. It will also enable automated notifications of changes to corporate information in real-time. Additional provinces and territories will also be able to join the online search service to provide the public with access to information about approximately 98% of Canadian business corporations. Other business types, including limited partnerships, will also be added to the online search service to enhance the content available to the public.

To further support the objective of better service delivery across government, ISED and the Canada Revenue Agency (CRA) have adopted the Business Number (BN) as a standard identifier for departmental services to businesses by April 2020. The BN is a nine-digit number issued by the CRA to identify a business. The BN is linked to a business's core identification information and can help validate a business and simplify its interaction with government. In 2020–21, ISED will continue to support the adoption of its use in the federal government as a standard identifier for business-facing services to provide easier, faster and smarter service delivery and to reduce red tape. More specifically, ISED will continue outreach efforts to internal stakeholders to raise awareness of the BN and its value proposition.

Finally, in 2020–21, ISED will lead the development of the Verified Organization and Verified Relationship components of the Pan-Canadian Trust Framework, including leveraging and collaborating with FPT and private sector partners.

### **Gender-based analysis plus**

In 2020–21, ISED will continue to promote the development and design of policies, programs and services that consider the needs of all Canadians. For example, ISED's ISC outreach and engagement activities are encouraging submission from businesses owned by women, Indigenous peoples, youth and others. Furthermore, building on research showing that LGBTQ2 travellers return to places where they had good experiences, investments under the new Federal Tourism Growth Strategy will prioritize inclusive tourism, including projects to develop LGBTQ2 diversity training and market readiness programs in order to provide safe and respectful sites across Canada that everyone can enjoy.



## United Nations' 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)

ISED supports the UN SDGs through Canada's efforts to develop the 2030 Agenda National Strategy. In particular, ISED's mandate, programs and initiatives support the achievement of SDG 9 that focusses on Industry, Innovation and Infrastructure. ISED's Companies, Investment and Growth core responsibility regroups the majority of the Department's key contributions to SDG 9, including the expertise coordinated and leveraged through the Clean Growth Hub, the support provided to SDTC's SD Tech Fund projects for the pre-commercial development and demonstration of clean technology innovation, and the Expedited Examination of Patent Applications Related to Green Technology managed by CIPO.

### Key risk

Economic growth is partly rooted in confidence in a fair marketplace. It is important to ensure that the Canadian marketplace is supported by the right regulatory frameworks and strategic investments to create momentum for demonstrable growth. Given the fast pace of change impacting the marketplace, it can be a challenge to predict and adjust to meet shifting needs.

To mitigate this risk, ISED is undertaking an array of work including examining the *Personal Information Protection and Electronic Documents Act*, and the *Telecommunications Act* to support trust and business confidence in the Canadian marketplace. In addition, ISED is working in collaboration with CRA for the adoption of unique Business Numbers that will simplify interactions between business and the government towards faster, easier and modern service delivery.

### Planned results for Companies, Investment and Growth

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
Canada becomes a global leader in clean technologies	Value of Canada's exports of clean technologies (in dollars)	\$15 billion (Note 1)	December 31, 2025†	\$8.1 billion (2016) (Note 1)	\$9.0 billion (2017) (Note 1)	Available in March 2020
	Clean technology employment in Canada (in numbers)	190,000	December 31, 2025†	181,978 (2016) (Note 1)	183,265 (2017) (Note 1)	Available in March 2020
	Value of investments leveraged in clean	\$2.00 (Note 2)	March 31, 2021	\$2.80 (as of March 31, 2017)	\$2.80 (as of March 31, 2018)	\$2.60 (as of March 31, 2019)

	technologies as a result of ISED program funding (per dollar invested)					
Canadian companies are globally competitive and achieve high growth (Note 3)	Value of Canada's goods and services exports (in dollars)	\$820 billion (Note 1)	December 31, 2025†	\$638 billion (2016) (Note 1)	\$673 billion (2017)	\$713 billion (2018)
Canada is a location and destination of choice for investment, growth and tourism	Total Business Investment in Canada (in dollars)	\$260 billion	December 31, 2025†	\$212 billion (2016)	\$217 billion (2017)	\$222 billion (2018)
	Spending by international visitors to Canada (in dollars)	\$25 billion	December 31, 2021	\$20.0 billion (2016) (Note 1)	\$21.5 billion (2017)	\$22.2 billion (2018)
	Number of international overnight visitors to Canada	25,973,134	December 31, 2021	19,971,000 (2016)	20,883,000 (2017)	21,133,000 (2018)
	Turn-around times for patent applications filed in Canada, with a request for examination	24 months	March 31, 2022	36.7 months	33.6 months	32.0 months
Canadian innovators have simplified access to tools and support	Canada's ranking on the World Bank's Ease of Doing Business Index	10th	December 31, 2025	22nd (2016)	18th (2017)	22nd (2018)
	Percentage of ISED priority services that meet published service standards (Note 4)	90%	December 31, 2021	96%	66%	Not available at the time of publication

† The date to achieve this target is linked to Canada's Innovation and Skills Plan Charter.

Note 1: Statistical revisions are carried out regularly in the data source for this indicator. Therefore, in this table, past years' values may differ from those published in previous ISED reports (Departmental Plan, Departmental Results Report). The target is also subject to adjustments, to align with the statistical revisions. For the most recent information, please consult the following website "[Tracking progress and results: The Innovation and Skills Plan](#)".



Note 2: The target and results data for this indicator apply only to SDTC. This target and result are cumulative since the beginning of the program in 2001. Moving forward, this indicator will need to be revisited.

Note 3: This Departmental Result also has indicators counting the, “Number of high-growth firms” and the “Revenue growth rate of firms supported by ISED programs.” A data strategy is being developed to track these indicators and targets will be set in the next Department Plan

Note 4: ISED’s list of priority services is revised annually and this indicator is therefore subject to fluctuating results, making year-over-year comparisons challenging.

Financial, human resources and performance information for ISED’s Program Inventory is available in the [GC InfoBase](#).<sup>ii</sup>

## Planned budgetary financial resources for Companies, Investment and Growth

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
1,448,751,618	1,448,751,618	1,109,662,640	984,087,333

The decrease between 2020–21 and 2022–23 Planned Spending is mainly related to a decrease in approved funding for SIF and legacy programs that are now consolidated under SIF: Automotive Innovation Fund, Automotive Supplier Innovation Program, Strategic Aerospace and Defence Initiative and Technology Demonstration Program. It is also related to the sunsetting of the Patent Collective Pilot Program, variations in the funding profile for the Sustainable Development Technology Fund, and fluctuations in the estimated amount drawn down from the CIPO accumulated surplus. The decrease is partially offset by new funding received for the preparation of a New Generation of Wireless Technology (5G).

Financial, human resources and performance information for ISED’s Program Inventory is available in the [GC InfoBase](#).<sup>lii</sup>

## Planned human resources for Science, Technology, Research and Commercialization

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
3,476	3,497	3,496

Financial, human resources and performance information for ISED’s Program Inventory is available in the [GC InfoBase](#).<sup>liii</sup>

## Internal Services: planned results

### Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of Programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

- ▶ Management and Oversight Services
- ▶ Communications Services
- ▶ Legal Services
- ▶ Human Resources Management Services
- ▶ Financial Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Real Property Management Services
- ▶ Materiel Management Services
- ▶ Acquisition Management Services

### Planning highlights

ISED continues to embrace its innovation identity: how we achieve results is fundamental to effectively serving Canadians. The Department's actions are centered on three areas of focus, being: agile and purpose-driven, inclusive and healthy, and equipped and capable. These are in line with the public service renewal key areas identified by the Clerk of the Privy Council in his [Twenty-Sixth Annual Report to the Prime Minister on the Public Service of Canada](#)<sup>liv</sup>. ISED is continuing to improve its work on renewal by building on the progress achieved in past years and by applying organizational growth strategies from high-performing organizations to pursue its path to success, as demonstrated by the recognition of ISED as one of Canada's Top 100 Employers for both 2019 and 2020 as one of the National Capital Region's Top Employers for 2019, as well as one of Canada's Best Diversity Employers for 2019.

### Agile and Purpose-Driven

ISED is committed to become agile in delivering results and in mobilizing people and resources to priorities. ISED deliberately thinks about the future, invests in innovation, makes evidence-based decisions and alters its strategies when needed.

In 2020–21, ISED will continue the implementation of a departmental Integrated Data Strategy aligned with the Government's Data Strategy, which is a whole-of-government approach to creating, protecting, using, managing and sharing data as a strategic asset to enable informed

decisions that lead to better outcomes and services to Canadians. This will result in improved information for evidence-based decision-making, and will support the government-wide drive for greater openness and transparency.

ISED is also modernizing foundational work skills to include digital and data literacy, increasing language proficiencies of its supervisors and managers, and working to improve its organizational design capacity. Furthermore, by implementing and socializing an experimentation framework and regularly communicating its vision, mission and departmental outcomes statements, ISED will strengthen its innovation identity, internally and externally, while staying current and relevant in today's fast-paced and ever-changing environment.

ISED is investing in experimentation as a tool to support evidence-based decision-making. In 2020–21, there will be a dedicated effort to increase awareness of how to integrate experimentation into current activities and a directed effort to set up experiments with testable hypotheses, rapid user-testing and established baselines to compare outcomes.

### **Inclusive and Healthy**

ISED is committed to providing a positive and healthy work environment guided by the Department's core values and ethics. Inclusion and diversity are considered business imperatives that permeate all levels of the organization, from the very highest levels of management to frontline employees. ISED continues to nurture a workplace of inclusion and diversity by increasing awareness of mental health and recourse mechanisms and by equipping management with leadership skills training, including an increased focus on leadership soft skills. The Department is aligning its Mental Health and Employee Well-Being Strategy to the mandatory requirements of the National Standard of Canada for Psychological Health and Safety in the Workplace. This will include implementing an employee-centric Disability Management Program. ISED will also implement the requirements of Bill C-65 (harassment and violence prevention and resolution) and the new *Accessible Canada Act*<sup>iv</sup>.

In 2020–21, ISED will continue to focus on increasing representation of employment equity groups through initiatives such as the Federal Internship for Newcomers, Indigenous Advanced Policy Analyst Program, Aboriginal Leadership Development Initiative, as well as other inclusive hiring initiatives, such as the #AbleTo networking event (for students with disabilities) and LiveWorkPlay.

Most importantly, ISED is also committed to offering support to its employees who are affected by pay issues and is actively doing its part to provide relief on the pay model.

### **Equipped and Capable**

As employees increasingly use social media, mobile, and digital platforms to manage their daily lives, they expect a richer array of tools to improve the delivery of their services to Canadians. In

an effort to equip itself for excellence, ISED implemented the department-wide Digital Office initiative to modernize its workplace and deliver new innovative capabilities. The Digital Office initiative provides employees with modern tools to do their jobs, all the while supporting greater mobility and reducing the impact on our environment by providing alternatives to travel and the use of paper.

In 2020–21, the Department will continue to equip employees with modern devices and accompanying software to help optimize collaboration and enhance team cohesion. ISED will also be focused on expanding its workplace modernization initiative across Canada, including the continued modernization of corporate boardrooms in various ISED-occupied buildings. ISED will also look into implementing pilot activity-based workplaces and unassigned seating as part of upcoming GCworkplace modernization projects.

By leveraging new and existing tools, including Cloud technology, ISED is committed to maximize its employees' effectiveness, modernize its infrastructure, gain agility, and improve the work environment for its employees. ISED is also looking to leverage Client Relationship Management (CRM) technology to provide employees with shared access to common client profiles in order to seamlessly and effectively engage with clients. Moreover, ISED will continue to advance ISED's Digital and Data Platform, which offers new business capabilities and key common enablers for ISED's internal and external business partners.

Through FedNor, ISED will implement in 2020–21 a new Grants and Contributions Program Management solution to increase operational efficiencies for staff and enhance service and value for Canadians. The solution was built in partnership with the RDAs and supported by the Treasury Board of Canada Secretariat (Office of the Comptroller General), and will be configured for FedNor programs.

Furthermore, ISED is working to modernize and align its procurement and payment functions to the Government of Canada's Financial Management Transformation objectives. In 2020–21, ISED will continue to implement its Procurement Process Modernization Initiative (PPMI), a business solution put in place for the business, by the business, and with the business at the table. It is being rolled out in a multi-phased, incremental, continuous improvement approach over a three-year period. ISED has launched the first Module (FSA & Portal) and the Department expects to have replaced all existing cards by the end of January 2020. As for the second model, Accounts Payable, ISED has completed 80% of the work for a prototype and is now waiting to complete the prototype and deploy it to the production environment.

Finally, ISED will continue to empower its employees by developing, piloting and implementing new recruitment and talent management approaches to attract, grow and retain top talent. This effort will include creating talent pipelines, creating and maintaining partnerships with post-secondary institutions, and investing proactively in the upskilling of its employees and leadership cadre.

Planned budgetary financial resources for Internal Services

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
163,177,119	163,177,119	162,481,046	162,234,965

Planned human resources for Internal Services

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
1,566	1,566	1,566

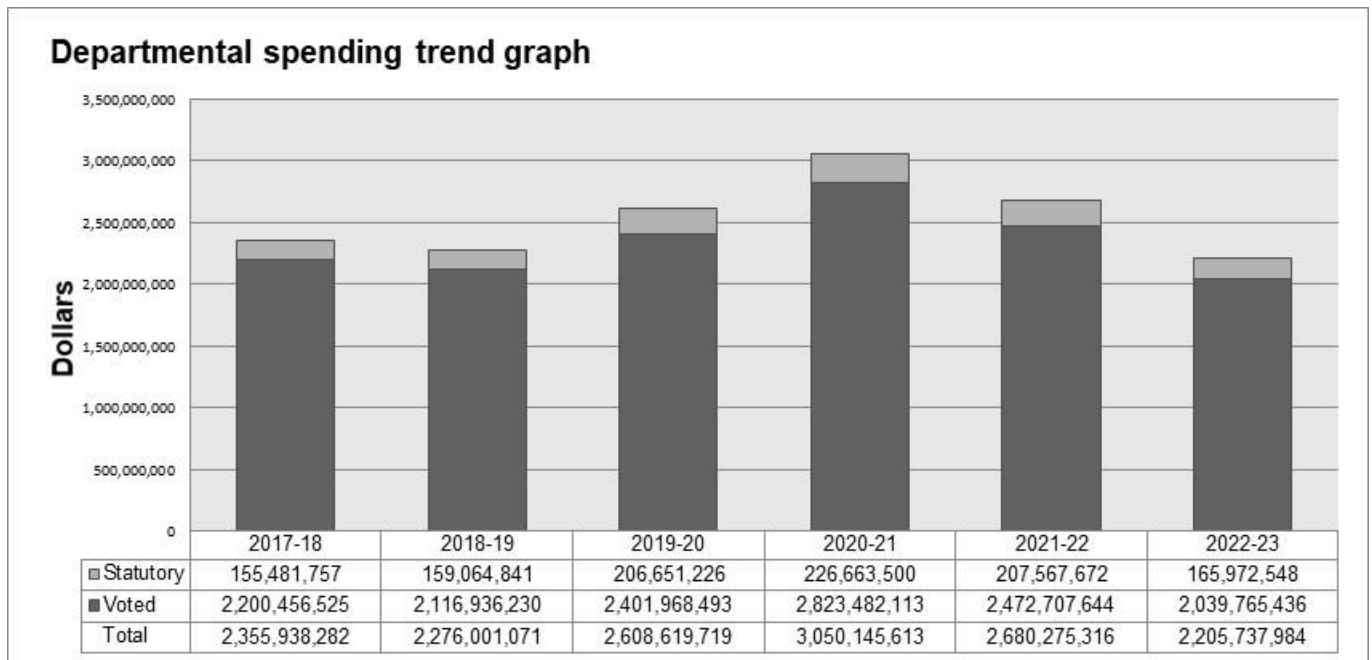
## Spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three consecutive fiscal years, and compares planned spending for the upcoming year with the current and previous years’ actual spending.

### Planned spending

Departmental spending 2017–18 to 2022–23

The following graph presents planned (voted and statutory) spending over time.



## Budgetary planning summary for core responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of ISED's core responsibilities and to Internal Services for the years relevant to the current planning year.

Core responsibilities and Internal Services	2017–18 expenditures	2018–19 expenditures	2019–20 forecast spending	2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
People, Skills and Communities (1)	246,923,115	280,092,604	435,153,591	470,190,113	470,190,113	268,232,397	99,766,117
Science, Technology and Commercialization (2)	1,105,279,517	882,662,747	833,652,227	968,026,763	968,026,763	1,139,899,233	959,649,569
Companies, Investment and Growth (3)	822,745,924	929,710,535	1,161,929,647	1,448,751,618	1,448,751,618	1,109,662,640	984,087,333
<b>Subtotal</b>	<b>2,174,948,556</b>	<b>2,092,465,886</b>	<b>2,430,735,465</b>	<b>2,886,968,494</b>	<b>2,886,968,494</b>	<b>2,517,794,270</b>	<b>2,043,503,019</b>
Internal Services	180,989,726	183,535,185	177,884,253	163,177,119	163,177,119	162,481,046	162,234,965
<b>Total</b>	<b>2,355,938,282</b>	<b>2,276,001,071</b>	<b>2,608,619,719</b>	<b>3,050,145,613</b>	<b>3,050,145,613</b>	<b>2,680,275,316</b>	<b>2,205,737,984</b>

Totals may not add due to rounding.

### Budgetary Planning Summary Explanation

**Note:** Figures for 2017–18 are estimates based on the percentages established in the [crosswalk between the Program Alignment Architecture for 2017–18 and the Departmental Results Framework<sup>lvi</sup>](#). The figures are presented for illustrative purposes only. Main Estimates and Planned spending figures do not include Budget 2020 announcements. More information will be provided in the 2020–21 Supplementary Estimates and Departmental Results Report, as applicable.

1. The decrease between 2020–21 and 2022–23 Planned Spending is mainly related to the sunseting of several contribution programs, namely: Mitacs Inc., Digital Skills for Youth, Connecting Families Initiative, Accessible Technology Development program, Digital Literacy Exchange Program, Connecting Canadians Program and Connect to Innovate.



2. The increase between 2019–20 and 2021–22 Main Estimates is mainly related to a reprofile of funds for the Innovation Superclusters Initiative (ISI). The decrease between 2021–22 and 2022–23 Planned Spending is mainly related to the variation in the funding profile for the ISI, a program ending in 2022–23.
3. The increase between 2019–20 and 2020–21 Main Estimates is mainly related to a reprofile of funds for the Strategic Innovation Fund (SIF) and the Sustainable Development Technology Fund, and the transfer of the Build in Canada Innovation Program from Public Services and Procurement Canada to ISED. It is also related to new funding received for the preparation of a New Generation of Wireless Technology (5G), as announced in Budget 2019. The increase is partially offset by the decrease in approved funding for legacy programs that are now consolidated under SIF: Automotive Innovation Fund (AIF), Automotive Supplier Innovation Program (ASIP), Strategic Aerospace and Defence Initiative (SADI) and Technology Demonstration Program (TDP). It is also partially offset by the winding down of certain contribution programs such as the Patent Collective Pilot Program and fluctuations in the estimated amount drawn down from the CIPO accumulated surplus.

The decrease between 2020–21 and 2022–23 Planned Spending is mainly related to a decrease in approved funding for SIF and legacy programs that are now consolidated under SIF (AIF, ASIP, SADI and TDP). It is also related to the sunseting of the Patent Collective Pilot Program, variations in the funding profile for the Sustainable Development Technology Fund, and fluctuations in the estimated amount drawn down from the CIPO accumulated surplus. The decrease is partially offset by new funding received for the preparation of a New Generation of Wireless Technology (5G).

## 2020–21 Budgetary planned gross spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2020–21.

Core responsibilities and Internal Services	2020–21 planned gross spending	2020–21 planned revenues netted against expenditures	2020–21 planned net spending
People, Skills and Communities	470,190,113	–	470,190,113
Science, Technology and Commercialization	968,026,763	–	968,026,763
Companies, Investment and Growth	1,707,510,982	258,759,364	1,448,751,618
<b>Subtotal</b>	<b>3,145,727,858</b>	<b>258,759,364</b>	<b>2,886,968,494</b>
Internal Services	199,652,119	36,475,000	163,177,119
<b>Total</b>	<b>3,345,379,977</b>	<b>295,234,364</b>	<b>3,050,145,613</b>

## Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in ISED's departmental results framework and to Internal Services for the years relevant to the current planning year.

## Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2017–18 actual full-time equivalents	2018–19 actual full-time equivalents	2019–20 forecast full-time equivalents	2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
People, Skills and Communities	150	171	182	188	187	186
Science, Technology and Commercialization	106	117	121	121	121	121
Companies, Investment and Growth	3,192	3,301	3,433	3,476	3,497	3,496
<b>Subtotal</b>	<b>3,448</b>	<b>3,589</b>	<b>3,736</b>	<b>3,785</b>	<b>3,805</b>	<b>3,803</b>
Internal Services	1,462	1,543	1,567	1,566	1,566	1,566
<b>Total</b>	<b>4,910</b>	<b>5,132</b>	<b>5,303</b>	<b>5,351</b>	<b>5,371</b>	<b>5,369</b>

**Note:** Figures 2017–18 are estimates based on the percentages established in the [crosswalk between the Program Alignment Architecture for 2017–18 and the Departmental Results Framework<sup>lvii</sup>](#). The figures are presented for illustrative purposes only. Full-time equivalents figures do not include Budget 2020 announcements. More information will be provided in the 2020–21 Supplementary Estimates and Departmental Results Report, as applicable.

## Estimates by vote

Information on ISED’s organizational appropriations is available in the [2020–21 Main Estimates<sup>lviii</sup>](#).

## Condensed future-oriented statement of operations

The condensed future-oriented statement of operations provides an overview of ISED's operations for 2019–20 to 2020–21.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on [ISED's website](#)<sup>lix</sup>.

Condensed future-oriented statement of operations for the year ending March 31, 2021 (dollars)

Financial information	2019–20 forecast results	2020–21 planned results	Difference (2020–21 planned results minus 2019–20 forecast results)
Total expenses	2,676,381,504	3,155,730,955	479,349,451
Total revenues	247,979,459	263,759,364	15,779,905
Net cost of operations before government funding and transfers	2,428,402,045	2,891,971,591	463,569,546

Total expenses year-over-year are expected to increase by approximately 18% (\$479 million). The change is mainly attributable to increases in transfer payments, particularly for the Strategic Innovation Fund and the Innovation Superclusters Initiative. The operating expenditures are expected to remain relatively stable in 2020–21.

Total revenues (net of those earned on behalf of government) are projected to increase year over year as the Canadian Intellectual Property Office (CIPO)'s revolving fund expects higher registration and renewal revenues related to the coming into force of the new international treaties for trademarks.

## Corporate information

### Organizational profile

#### **Appropriate minister(s):**

##### **Minister of Innovation, Science and Industry**

The Honourable Navdeep Bains, P.C., M.P.

##### **Minister of Economic Development and Official Languages**

The Honourable Mélanie Joly, P.C., M.P.

##### **Minister for Women and Gender Equality and Rural Economic Development**

The Honourable Maryam Monsef, P.C., M.P.

##### **Minister of Small Business, Export Promotion and International Trade**

The Honourable Mary Ng, P.C., M.P.

#### **Institutional head:**

Simon Kennedy

#### **Ministerial portfolio:**

[Innovation, Science and Economic Development](#)<sup>lx</sup>

#### **Enabling instrument:**

Innovation, Science and Economic Development Canada's founding legislation is the [Department of Industry Act](#)<sup>lxi</sup>, S.C. 1995, c.1.

#### **Year of incorporation / commencement:**

1892

### Raison d'être, mandate and role: who we are and what we do

“Raison d'être, mandate and role: who we are and what we do” is available on [ISED's website](#)<sup>lxii</sup>.

For more information on the department's organizational mandate letter commitments, see the “[Ministers' mandate letters](#)”<sup>lxiii</sup>.

### Operating context

Information on the operating context is available on [ISED's website](#)<sup>lxiv</sup>.

## Reporting framework

ISED’s approved Departmental Results Framework and Program Inventory for 2020–21 are as follows.

CORE RESPONSIBILITIES	People, Skills & Communities	Science, Technology, Research & Commercialization	Companies, Investment & Growth
DEPARTMENTAL RESULTS & RESULT INDICATORS	<p><b>Canada has a highly skilled workforce that is equipped for jobs in an innovative and high-growth economy</b></p> <ul style="list-style-type: none"> <li>Percentage of professional, science and technology related jobs in Canada's economy</li> <li>Number of STEM graduates in Canada</li> <li>Number of Canadians that receive digital and coding skills training and development opportunities through ISED programs</li> </ul> <p><b>Canadian communities are connected to and use digital infrastructure</b></p> <ul style="list-style-type: none"> <li>Percentage of population with access to ultrafast broadband</li> <li>Percentage of households with an Internet connection (including across underserved individuals, such as low-income)</li> </ul> <p><b>Canada's entrepreneurs represent all segments of Canadian society</b></p> <ul style="list-style-type: none"> <li>Percentage of SMEs that are majority-owned by women, Indigenous people, youth, visible minorities and persons with disabilities</li> <li>Number of SMEs supported by ISED programs, including those that are majority-owned by women, Indigenous people, youth, visible minorities and persons with disabilities</li> </ul>	<p><b>World-leading superclusters are grown in Canada</b></p> <ul style="list-style-type: none"> <li>Number of new firms created (in targeted areas)</li> <li>Number of anchor firms (in targeted areas)</li> <li>Value of investments leveraged to develop clusters as a result of ISED program funding (per dollar invested)</li> </ul> <p><b>Canadian businesses invest more in research and development (R&amp;D)</b></p> <ul style="list-style-type: none"> <li>Business Expenditure in Research and Development (BERD) in dollars</li> <li>Percentage of companies engaged in collaborations with higher education institutions</li> <li>Value of BERD by firms receiving ISED program funding (in dollars)</li> </ul> <p><b>Canada has world leading-research capacity</b></p> <ul style="list-style-type: none"> <li>Canada's rank among OECD nations on the citation score of science research publications</li> <li>Number of co-authored publications between federal and non-federal scientists</li> <li>Value of investments leveraged in science and research infrastructure as a result of ISED program funding (per dollar invested)</li> </ul>	<p><b>Canada becomes a global leader in clean technologies</b></p> <ul style="list-style-type: none"> <li>Value of Canada's exports of clean technologies (in dollars)</li> <li>Clean technology employment in Canada (in numbers)</li> <li>Value of investments leveraged in clean technologies as a result of ISED program funding (per dollar invested)</li> </ul> <p><b>Canadian companies are globally competitive and achieve high growth</b></p> <ul style="list-style-type: none"> <li>Number of high-growth firms</li> <li>Value of Canada's goods and services exports (in dollars)</li> <li>Revenue growth rate of firms supported by ISED programs</li> </ul> <p><b>Canada is a location and destination of choice for investment, growth and tourism</b></p> <ul style="list-style-type: none"> <li>Total Business Investment in Canada (in dollars)</li> <li>Spending by international visitors to Canada (in dollars)</li> <li>Number of international overnight visitors to Canada</li> <li>Turn-around times for patent applications filed in Canada, with a request for examination</li> </ul> <p><b>Canadian innovators have simplified access to tools and support</b></p> <ul style="list-style-type: none"> <li>Canada's ranking on the World Bank's Ease of Doing Business Index</li> <li>Percentage of ISED priority services that meet published service standards</li> </ul>
PROGRAMS	<ol style="list-style-type: none"> <li>Talent Development</li> <li>Entrepreneurship Policy</li> <li>Bridging Digital Divides</li> <li>Economic Development in Northern Ontario</li> <li>Consumer Affairs</li> </ol>	<ol style="list-style-type: none"> <li>Higher Education Sector Science &amp; Research</li> <li>Horizontal Science, Research &amp; Technology Policy</li> <li>Innovation Superclusters Initiative</li> <li>Support to External Advisors</li> </ol>	<ol style="list-style-type: none"> <li>Innovation in Business</li> <li>Support &amp; Financing for Small Business</li> <li>Business Policy &amp; Analysis</li> <li>Economic Outcomes from Procurement</li> <li>Digital Service</li> <li>Spectrum &amp; Telecommunications</li> <li>Clean Technology &amp; Clean Growth</li> <li>Communication Technologies, Research &amp; Innovation</li> <li>Business Conditions Policy</li> <li>Insolvency</li> <li>Intellectual Property</li> <li>Competition Law Enforcement &amp; Promotion</li> <li>Federal Incorporation</li> <li>Investment Review</li> <li>Trade Measurement</li> <li>Tourism Policy</li> </ol>

## Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to ISED's Program Inventory is available in the [GC InfoBase](#).<sup>lxv</sup>

## Supplementary information tables

The following supplementary information tables are available on [ISED's website](#)<sup>lxvi</sup>:

- ▶ Departmental Sustainable Development Strategy
- ▶ Details on transfer payment programs
- ▶ Gender-based analysis plus
- ▶ Up-front multi-year funding

## Federal tax expenditures

ISED's Departmental Plan does not include information on tax expenditures that relate to its planned results for 2020–21.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).<sup>lxvii</sup> This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

## Organizational contact information

Corporate Management Sector

Innovation, Science and Economic Development Canada

235 Queen Street

2<sup>nd</sup> Floor, East Tower

Ottawa ON K1A 0H5

**Fax:** 613-954-2340

**Email:** [ic.info-info.ic@canada.ca](mailto:ic.info-info.ic@canada.ca)

**Web address:** <http://www.ic.gc.ca/eic/site/icgc.nsf/eng/home>





## Appendix: definitions

### **appropriation (crédit)**

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

### **budgetary expenditures (dépenses budgétaires)**

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

### **core responsibility (responsabilité essentielle)**

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

### **Departmental Plan (plan ministériel)**

A report on the plans and expected performance of a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

### **departmental priority (priorité ministérielle)**

A plan or project that a department has chosen to focus and report on during the planning period. Departmental priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

### **departmental result (résultat ministériel)**

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

### **departmental result indicator (indicateur de résultat ministériel)**

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

### **departmental results framework (cadre ministériel des résultats)**

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

### **Departmental Results Report (rapport sur les résultats ministériels)**

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

### **experimentation (expérimentation)**

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and

improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

**full-time equivalent (équivalent temps plein)**

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

**gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])**

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

**government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2020–21 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

**horizontal initiative (initiative horizontale)**

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

**non-budgetary expenditures (dépenses non budgétaires)**

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

**performance (rendement)**

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

**performance indicator (indicateur de rendement)**

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

**performance reporting (production de rapports sur le rendement)**

The process of communicating evidence-based performance information. Performance reporting supports decision-making, accountability and transparency.

**plan (plan)**

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

**planned spending (dépenses prévues)**

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

**program (programme)**

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

**program inventory (répertoire des programmes)**

Identifies all of the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

**result (résultat)**

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

**statutory expenditures (dépenses législatives)**

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

**strategic outcome (résultat stratégique)**

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

**target (cible)**

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

**voted expenditures (dépenses votées)**

Expenditures that Parliament approves annually through an Appropriation Act. The vote wording becomes the governing conditions under which these expenditures may be made.

## Endnotes

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- xx. Canada’s new superclusters, <https://www.ic.gc.ca/eic/site/093.nsf/eng/00008.html>
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