



Innovation, Science and Economic Development Canada

2022–23

Departmental Plan

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Table of contents

From the Ministers	1
Plans at a glance	3
Core responsibilities: planned results and resources	6
Companies, Investment and Growth.....	6
People, Skills and Communities.....	27
Science, Technology, Research and Commercialization	35
Internal services: planned results	43
Planned spending and human resources	50
Planned spending	50
Planned human resources.....	55
Estimates by vote	55
Future-oriented condensed statement of operations	56
Corporate information	56
Raison d'être, mandate and role: who we are and what we do	57
Operating context.....	57
Reporting framework.....	59
Supporting information on the program inventory	61
Supplementary information tables	61
Federal tax expenditures	61
Organizational contact information	61
Appendix: definitions.....	63
Endnotes	67

From the Ministers

On behalf of Innovation, Science and Economic Development Canada (ISED), it is our pleasure to present the 2022–23 Departmental Plan. In the year ahead, ISED and its portfolio partners will continue to work closely with other departments and agencies across Government to finish the fight against COVID-19 and build a more resilient, clean and inclusive economy that benefits all Canadians.

To ensure we are better prepared against future pandemic threats, we will continue to implement the Biomanufacturing and Life Sciences Strategy to support new economic opportunities while increasing surveillance capacity, supporting the development of vaccines and therapeutics and improving the security of medical supply chains.

ISED will continue to play a key role in whole-of-government efforts to ensure that economic, employment and industrial policy initiatives will enhance recovery and new opportunities for entrepreneurs and workers alike, particularly the most vulnerable, hardest hit and most chronically under-represented. Through ISED’s Strategic Innovation Fund and other programs, the Department will target sectors and regions where support is most needed, including in Canada’s traditionally strong industries, such as the automotive, aerospace, natural resources and agri-food sectors.

In 2022–23 the Department will also increase its efforts to advance recovery measures to support the tourism sector—which includes travel, transportation, accommodation, food and beverage, entertainment and hospitality services—one of the hardest hit by the COVID-19 pandemic. This will be done by focusing on a Federal Tourism Growth Strategy and the Tourism Relief Fund, to help local tourism businesses recover from the pandemic, position themselves for future growth and ensure that Canada remains a tourist destination of choice.

From a small business perspective, ISED and its portfolio recognize the digital economy’s importance to our recovery, growth and competitiveness. In this regard, we will integrate efforts to accelerate digital innovation, adoption and literacy among small and medium-sized enterprises (SMEs) through the Canada Digital Adoption Program. Moreover, the Canada Small Business Financing Program will also be expanded to provide a greater range of supports to SMEs. ISED will also continue to address systemic barriers facing Canadian businesses through the Women Entrepreneurship Strategy’s Ecosystem Fund and the Black Entrepreneurship Program.

As we combat climate change in ways that will enhance Canada’s global competitiveness, we recognize our industrial efficiency will depend heavily on innovations that support the shift to net-zero greenhouse gas emissions. As such, ISED will implement the Net Zero Accelerator (NZA) Initiative to support large-scale investments in key industrial sectors that drive significant reductions in emissions. This will be complemented by initiatives to help develop Canadian clean technology and support small and medium-sized enterprises (SMEs) active in decarbonization

efforts. We will also continue to be vigilant in protecting Canadian access to and development of critical mineral supplies.

For Canadians in rural and remote communities, the continued rollout of the Universal Broadband Fund will ensure they have access to high-speed Internet for participation in the digital economy. In addition, ISED will lead the implementation of the Rural Economic Development Strategy to make lasting and important changes to how the Government of Canada works to create the right conditions for rural growth, diversification and sustainability.

As a trading nation operating in highly competitive global markets, Canada needs to remain at the forefront of industrial innovation. To this end, we will support high-risk/high-reward transformative research and development to drive technological breakthroughs that protect Canada’s competitive advantage and help Canadian companies grow and create highly skilled jobs. This will include such initiatives as the Pan-Canadian Artificial Intelligence Strategy and a National Quantum Strategy (NQS) that build on Canada’s strengths in these emerging areas. Complementing this, we will advance efforts to combat cyber risks and ensure the integrity of Canada’s critical systems.

Together with Canadians of all backgrounds and in all regions, ISED and its portfolio will continue to build a strong culture of innovation for a resilient, sustainable and inclusive economic future.



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Plans at a glance

As a driving priority for 2022–23, ISED will focus on contributing its substantial expertise, authorities and resources toward whole-of-government efforts to finish the fight against COVID-19 and position Canada back on the path of economic growth, prosperity and competitiveness for all Canadians.

Building the resilience and fuelling the growth of Canada’s economy as part of post-COVID-19 recovery involves strategic and priority investments to address climate change and supply chain challenges, to further support innovation, research and commercialization, and to make progress on inequality, representation, and inclusion.

Leverage science and technology to finish the fight against COVID-19 and be prepared for future threats

Through its own programs, and in partnership with third parties funded through ISED, the Department will support the development and manufacturing of vaccines, diagnostic and treatment technologies, therapeutics, personal protective equipment and other specialized supplies. Initiatives such as the Canada Biomedical Research Fund and the Biosciences Research Infrastructure Fund will ensure continued support to meet immediate public health needs while also preparing Canada to respond swiftly and effectively to future pandemics and similar threats. To these ends, and supported by substantial new investments under Budget 2021, ISED will focus on developing a world-class bio manufacturing and life sciences sector, and reinvest in science more broadly, to meet the needs and challenges of the future. In addition to supporting domestic production capacity for vital technologies and materiel, ISED will also pursue measures to strengthen supply chain reliability and resilience.

Promote inclusive and fair recovery and growth

In 2022–23 ISED will support a range of strategic initiatives to assist Canada in moving beyond post-COVID-19 economic recovery and resilience to a growth strategy that builds on the unique competitive advantages of the Canadian economy, and positions the country to meet the demands of the next Century. Particular attention will be devoted to the special needs and circumstances of small and medium-sized enterprises (SMEs) and chronically underrepresented regions and groups, and key sectors hit particularly hard by COVID-19, such as tourism and aerospace. To help ensure that the return to a healthy and growing economy is inclusive and equitable, the Department will: support vulnerable workers impacted by major shifts in patterns of business and employment; leverage new economic opportunities in ways that maximize fairness of opportunity across regions and population sectors; and promote development of new skills for Canadians to adjust to rapidly evolving needs of business and work.

ISED will also work with its federal partners to ensure that Canadian industries benefit from the broader economic opportunities accruing from major government procurement programs, in sectors such as aerospace, space, defence, marine and cyber, where the plan is to grow Canadian capacity and competitiveness.

Foster dynamic and competitive markets

As a trading nation, Canada's prosperity depends heavily on the ability of its entrepreneurs, workers, consumers and enterprises to operate and thrive in heavily competitive domestic and global markets. To safeguard and advance Canadian interests, ISED will focus on ensuring that market rules and conditions are predictable and fair, and that Canadian innovation can thrive. To these ends, ISED will introduce legislation to advance the Digital Charter, with a view to strengthening privacy and mitigating harms for consumers in the online marketplace. ISED will also continue to facilitate the development and protection of Canadian intellectual property (IP) that can keep Canada at the forefront of emerging opportunities for growth, innovation and competitiveness. It will also work to ensure healthy competition and the fair treatment of both existing and start-up businesses, in particular in light of market conditions affected by rapidly evolving technologies, business models and patterns of ownership and trade.

Foster a green and sustainable economy

As with its major trading partners, Canada recognizes the vital need to build a green and sustainable economy that delivers on domestic and global commitments for environmental protection and the mitigation of climate change. Meeting Canada's greenhouse gas (GHG) emissions reduction targets, including achieving net zero by 2050, will require concerted efforts to strengthen Canada's productivity, efficiency and competitiveness for clean technologies which can be applied across a wide variety of sectors of the economy, creating opportunities both domestically and abroad. In this regard, ISED will focus on helping build a strong green technology sector that can serve as the driver of environmental responsibility and competitiveness in an increasingly green economic world. It will also be necessary to accelerate the development of high impact decarbonisation projects in Canada focusing on high emitting sectors. Strategies will target areas where Canada can capitalize on its competitive advantages in the global green economy, such as critical minerals and batteries.

Facilitate transition to a modern digital economy

In today's digitally enabled world, Canada's productivity and prosperity demands that consumers, workers, entrepreneurs and businesses in every sector and region enjoy access to high speed, secure, reliable and affordable Internet and telecommunications. It also demands that they possess high levels of digital literacy and the competence to take effective advantage of increasingly sophisticated tools and applications. In 2022–23, ISED will continue to place high priority on accelerating access to Canada's high-speed broadband infrastructure, particularly to

ensure that smaller urban centres as well as rural and remote areas can participate fully in digitally enabled production, commerce and work. ISED will also facilitate the adoption and effective use of digital technologies by enterprises, workers and consumers. A major emphasis will be placed on bridging the digital divide to ensure that all Canadians and all sectors and regions can reap the benefits of new technologies. In 2022–23, ISED will also continue to work to ensure that Internet and associated digital services adhere to high standards of security and privacy. A critical element of ISED’s digital focus will be on helping position Canada as a leader in emerging digital and data technologies, Artificial Intelligence (AI) and Quantum science.

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

Core responsibilities: planned results and resources

This section contains information on the Department’s planned results and resources for each of its core responsibilities.

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; and grow Canada’s tourism sector.

Planning highlights

Departmental Result: Canadian businesses and industries are innovative and growing

Innovation and adaptation on the part of Canadian enterprises—from start-up to scale-up—are vital to success in job creation, economic productivity and trade. To energize creativity in support of Canada’s economic recovery, growth and competitiveness, ISED will continue to work closely with entrepreneurs, businesses and industry sectors to build on areas of traditional Canadian advantage while also capitalizing on new emerging opportunities.

Grow Canadian businesses and industry

ISED is committed to helping Canadian businesses—particularly SMEs—face their unique challenges and barriers. In this regard, securing access to adequate financial and technical resources for vital research and development (R&D) that fuels innovation, productivity and competitiveness is a formidable challenge. Supporting Canadian R&D and commercialization efforts therefore will remain a key focus for ISED.

In 2022–23, the [Business Benefits Finder](#)ⁱ will continue to connect businesses with government programs at the federal, provincial and territorial levels, so as to help Canadian businesses innovate and grow. It will also continue to notify subscribers of new programming as it becomes available. ISED will continue to improve the Finder, using a client-centric approach, including exploring opportunities to further integrate with other Government of Canada services, to save businesses time in finding programs to meet their needs. ISED will also work to improve the accessibility and efficiency of processes to apply for government grants and contributions,

including better integration with the Canada Business App and the newly proposed My Canada Business Account.

In 2022–23, the [Accelerated Growth Service \(AGS\)](#)ⁱⁱ will continue to support entrepreneurs and businesses across Canada looking to grow and scale their operations by offering them single-window, whole-of-government access to Government of Canada programs and services. AGS will also continue to work one-on-one with clients through the Advisory Service, which is focused on helping SMEs navigate and connect with key program and service partners across the innovation ecosystem. Responding to the uncertainty created by COVID-19 and the associated challenges in business recovery and growth, AGS is planning on strengthening the “scale-up ecosystem.” Leveraging the current AGS model, it will pilot in early 2022 a new premium tier service called the [Global Hypergrowth Passport](#).ⁱⁱⁱ This pilot initiative will support firms that are both at an advanced stage of growth and on track to become Canada’s next global leaders. It will also include a dedicated stream for clean technology, delivered in partnership with the Clean Growth Hub, to support leading firms with solutions to help Canada achieve its climate objectives.

In 2022–23, ISED’s [National BizPaL Office \(BizPaL\)](#)^{iv} will continue to provide leadership to the multi-jurisdictional BizPaL partnerships that provide SMEs with information about their compliance obligations. BizPaL will also continue to strengthen its services, build new connections, and strengthen existing partnerships at all levels of government. More specifically, in 2022–23 BizPaL will focus on streamlining its permits and licenses processes through the implementation of new content standards and procedures. In addition, BizPaL will continue to build on the success of the Service for Regulators (S4R) project aimed at reducing regulatory red tape associated with federal, provincial/territorial and municipal requirements. Specific activities planned for 2022–23 include implementation of a data exchange with the Government of British Columbia to access its regulatory data, and continued collaboration with Natural Resources Canada to support a Mining Industry Regulatory Tool and connection to the BizPaL S4R.

Increasing access to funding opportunities helps Canadian businesses connect to the financing they require to recover and grow in a globalized and digital economy. In 2022–23, ISED will continue programming that supports the establishment, expansion, modernization and improvement of small businesses. The statutory [Canada Small Business Financing Program \(CSBFP\)](#)^v will continue to increase availability of financing for the establishment, expansion, modernization and improvement of small businesses. ISED will continue to help Canadian businesses survive and grow by providing additional support in the face of economic challenges due to the pandemic. ISED’s support via the CSBFP will continue to be an important part of the government’s support for SMEs across Canada. As such, ISED will finalize the regulatory amendments announced in Budget 2021 to improve the CSBFP to allow more small businesses to apply for financing in the amounts and types that better reflects their needs.

Introduced in Budget 2021, the renewed [Venture Capital Catalyst Initiative \(VCCI\)](#)^{vi} will invest up to \$450M to increase the availability of capital for entrepreneurs. Of this amount, \$50M is earmarked to support venture capital investments in life sciences technologies, and \$50M is earmarked towards a new Inclusive Growth Stream, which would increase access to venture capital for underrepresented groups, such as women and racialized Canadians. Similar to the original VCCI, the remaining \$350M will be invested in funds-of-funds. During fiscal year 2022–23, ISED will complete the design of the program parameters and launch the call for proposals that will lead to the selection of the recipients of the three streams.

Support business and industry innovation

In 2022–23, Innovative Solutions Canada (ISC) will continue to play a key role in advancing the growth and commercialization of pre-commercial R&D of Canadian SMEs through the use of public procurement. The program is currently focusing efforts on its renewal and enhancement to ensure it can continue to support Canadian innovators. The program will launch new R&D Challenges and Testing Calls for Proposals (CFP) to support early and late-stage technology development, focused on Government of Canada’s priorities such as the NQS, initiatives related to the environment such as innovations in plastics and chemicals, and ocean-related technologies. These initiatives will support Canadian SMEs in the development and commercialization of their technology, while also helping partner federal departments and agencies meet their operational priorities. This will be supported by the piloting of a pathway to commercialization process to facilitate progress from innovation and testing to commercial success. At the same time, ISC will continue to encourage participation from women, Indigenous people, youth, LGBTQ2+ and other under-represented groups via specific outreach to small businesses owned and operated by these groups to actively seek their participation in the program.

Development and commercialization of new IP is central to industrial innovation, productivity and commercial success. The [IP Centre of Expertise \(IP CoE\)](#)^{vii} will continue to provide strategic IP advice on program design, operational management, policy guidance, and training within government innovation programs. In 2022–23, the IP CoE will continue to develop, expand, and promote IP products and services, including training material and an IP community of practice for public servants and their departments and programs. [ExploreIP](#)^{viii} will continue to facilitate and expand connections between businesses and IP held by public sector institutions and provide easy access to publicly funded research for increased licensing and collaboration opportunities. In 2022–23, ExploreIP will focus on partnerships with key innovation stakeholders to provide added value to Canada’s innovation ecosystem and to increase public sector-industry collaboration. ElevateIP—a program announced in Budget 2021 to help [Business Accelerators and Incubators \(BAIs\)](#)^{ix} provide start-ups with access to professional IP services—will be launched in 2022.

ISED will continue its collaboration with provincial and territorial partners on the Multi-jurisdictional Registry Access Service (MRAS). This continuing service enables the sharing of data among Canada’s business registries to help align business and economic support programs. The MRAS provides an online search capacity that allows the public to search for information about businesses, and offers streamlined business registration and notification processes. In 2022–23, it is anticipated that two additional provinces will be able to join the online search service to provide the public with access to information about even more Canadian business corporations and other business types.

ISED’s [Strategic Innovation Fund \(SIF\)](#)^x in 2022–23 will remain a mainstay of the Government of Canada’s industrial innovation efforts. The SIF will continue to support proposals across key priorities, including from IP-rich firms, projects that will help Canada meet its greenhouse gas (GHG) reduction objectives, investments that will position Canada at the forefront of clean technology globally, and innovation across all major industries. There will be emphasis on projects that support the decarbonization of large Canadian emitters and industrial transformation, as well as the development of clean technology—including a Canadian batteries ecosystem. The SIF will also continue to play an important role in Canada’s COVID-19 response, and will continue to contribute to the building of domestic resilience while increasing a focus on long-term pandemic preparedness. This will include measures to continue advancing gender parity, inclusive workplaces and environmental sustainability and Canada in post-COVID-19 recovery and growth. Also in 2022–23, the SIF will continue to support large-scale initiatives that foster high-impact collaboration focused on innovations that nurture investment in jobs, competitiveness and transformation of existing Canadian industries.

ISED’s [Innovation Superclusters Initiative](#)^{xi} continues to make significant gains in advancing Canadian industries and strengthening Canada’s global brand, centered on strengthening Canadian abilities and competitive advantages, and supporting leadership in commercialization efforts. As of December 31, 2021, Superclusters have approved more than 415 projects worth over \$1.94B and involving more than 1,840 partners. More than 75 percent of business partners are small and medium sized businesses. The total co-investment of over \$1.94B, includes more than \$1.16B from industry and other partners, and over \$730M in program funding. Having already helped to generate more than 850 IP rights and to create thousands of high-quality jobs, and having quickly pivoted to make significant contributions to Canada’s COVID-19 emergency response in 2020–21, the Superclusters will continue to advance collaborative technology projects, undertake capacity building initiatives relevant to their ecosystem as well as address shared priorities across the five Superclusters in 2022–23.

To support these programs, ISED will also engage in analytical work to ensure that investments are achieving results for Canadians and advancing Canadian industrial policy objectives. ISED will continue to pursue opportunities to introduce policy and program innovations that benefit Canadian industrial sectors. For example, in 2022–23, ISED will execute a proactive industry

engagement and outreach plan to gather business intelligence from key companies and entities in Canada’s industry sectors. The Department will provide analytical support for the assessment of advanced manufacturing, automotive, transportation, life sciences, critical mineral, battery and digital technologies projects submitted to SIF, and gather and disseminate intelligence related to impacts of COVID-19 on Canada’s automotive, transportation, advanced manufacturing, consumer products and information and communications technologies (ICT) sectors. ISED will also continue to support Canada’s Foreign Direct Investment strategy, including placing a focus on new priority manufacturing sectors— such as a domestic battery ecosystem—that support the Government of Canada’s green economy objectives.

In May 2021, an ISED-led [joint partnership](#)^{xii} was struck between the Government of Canada and the Cement Association of Canada to support the development and implementation of a ‘*Roadmap to Net-Zero Carbon Concrete*’. This work aims to provide the Canadian cement and concrete industry with the technologies, tools and policy needed to achieve net-zero carbon concrete by 2050. With a potential to reduce over 15 megatonnes of GHGs cumulatively by 2030, and then ongoing reductions of over 4 megatonnes annually, the objectives of this partnership are to position Canada’s cement and concrete industry as a competitive global leader in the production of, and technologies related to low-carbon cement and concrete. This partnership also provides the Government of Canada an opportunity to champion the decarbonization of the cement and concrete sector as well as demonstrates its commitment to removing GHG emissions from the environment and explore and action new and innovative economic opportunities across the value chain.

More generally, ISED will continue to collect and report on data related to the state of the defence, aerospace, space, marine and cyber security industries in collaboration with Statistics Canada and participating industry associations, to support industrial planning and priority setting as well as advancement of skills, particularly in [Science, Technology, Engineering and Math \(STEM\)](#).^{xiii}

Increase access to high-speed Internet and spectrum

Consistent and ready access to affordable, reliable and secure high-speed Internet connections is vital for consumers, entrepreneurs, workers and businesses as well as the government agencies that support and work with them. This is particularly true in an increasingly competitive digitally enabled global economy. ISED remains committed to keeping pace with rapidly evolving demands for high-speed Internet in all corners of Canada, particularly smaller urban centres and rural and remote areas that are seeking to take advantage of new employment and business opportunities made possible through digital connection.

With responsibility for overall spectrum management, including allocation, legislation and regulation, ISED will continue implementation of the Government of Canada’s \$199M

investment over five years to modernize spectrum monitoring equipment and processes. This will help ensure favourable interference-free spectrum conditions that support world-class networks and facilitate transition to 5G. To ensure that Canadians receive maximum benefits from valuable spectrum and next-generation technologies, plans for 2022–23 call for: procurement of a state-of-the-art spectrum monitoring system and related software; modernization of the spectrum monitoring vehicle fleet and onboard measurement equipment, with a focus on zero-emissions vehicles; and development of cloud-enabled data analytics to better inform future spectrum policy and regulatory decisions based on data collected by monitoring and detection equipment in the field.

In 2022–23, ISED will continue to take steps to meet spectrum demand in order to support existing services, enable the deployment of next generation wireless services such as 5G, and improve connectivity in rural and remote communities. More specifically, ISED will develop and hold the 3800 MHz spectrum auction (planned for early 2023) and continue developing the millimetre wave spectrum auction (planned for 2024). Further to this, ISED will publish the next iteration of the [Spectrum Outlook](#),^{xiv} the Department’s five-year spectrum release plan. As well, ISED will develop a non-auction licensing process for spectrum in the 3900–3980 MHz band, publish a new access licensing framework and make changes to subordinate licensing and White Space to support deployment of wireless telecommunications to rural and remote communities.

On the domestic front, ISED’s [Communications Research Centre Canada](#)^{xv} will continue to invest in research related to ongoing improvement and modernization of spectrum management and ensuring wireless connectivity for all Canadians. In 2022–23, the Department will implement a research program that continues to identify opportunities for a comprehensive spectrum management approach to support the development of evidence-based policy options and decisions. This research program will include work such as: developing and applying machine learning, modeling and simulation capabilities for spectrum management; understanding industry requirements for spectrum; assessing the impacts of new technology, such as spectrum sharing; and, evaluating relevant regulatory implications. ISED will also continue ongoing work with the [Radio Advisory Board of Canada](#).^{xvi} This entails a grant agreement to receive unbiased technical advice from the radio communications community in Canada on standards, guidelines, procedures and policies related to technical issues of spectrum management and usage.

At the international level, ISED will continue preparation of Canadian positions for the [World Radiocommunication Conference 23 \(WRC-23\)](#)^{xvii} and other [International Telecommunication Union \(ITU\)](#)^{xviii} world conferences and meetings. With the objective of advancing Canadian telecommunication and standardization priorities in global fora, ISED will lead Canada’s participation in the September 2022 ITU Plenipotentiary Conference—the ITU’s highest policy-making body. Canadian representatives are seeking re-election to both the Council and the Radio Regulations Board.

Promote digital innovation, adoption and literacy

As Canada builds increasingly secure, reliable and efficient Internet and telecommunications infrastructure and as digital technologies become more accessible and prevalent, there is a need to ensure that Canadian consumers, entrepreneurs and businesses have the necessary digital competencies to take full advantage of these enabling technologies. To this end ISED will work with other federal partners to lead and coordinate policies and initiatives that will keep Canada at the forefront of digital competence and competitiveness.

The [Canada Digital Adoption Program \(CDAP\)](#)^{xix}—announced in Budget 2021—is a \$1.4B initiative over four years, starting in 2021–22, in which ISED will: work with organizations across Canada to provide access to skills, training, and advisory services for all businesses accessing this program; provide microgrants to smaller businesses to support costs associated with technology adoption; help larger businesses with the development and implementation of digital adoption strategies; and create training and work opportunities for as many as 28,000 young people to help SMEs across Canada adopt new technology.

The CDAP Grow Your Business Online stream is designed to help customer-facing businesses—including restaurants, tourism and recreation-based businesses—digitize and take advantage of e-commerce opportunities. It will be delivered by third-party, not-for-profit intermediaries who will be responsible for providing micro-grants and e-commerce advisory services as well as hiring, training and assigning job placements to youth digital advisors. Over the course of the 2022–23 fiscal year, small businesses will be able to access microgrants of up to \$2,400 and the assistance of youth digital advisors to put in place or improve their digital storefronts.

The CDAP Boost Your Business Technology Stream will support SMEs that require more advanced technology, such as small manufacturing and food processing operations, among others. These businesses will be able to access advisory expertise for digital adoption plans, supported by access to zero-interest loans from the [Business Development Bank of Canada \(BDC\)](#)^{xx} for implementation. CDAP will also work with a third-party to create opportunities for students and recent graduates to benefit from work placements in firms undertaking digital transformation. The program’s grant intake portal will include SME grant applications as well as access to the Digital Needs Assessment tool and Digital Advisor Registry functions.

By leveraging CDAP’s client registration and account features, ISED will offer My Canada Business Account—a key step in providing a single, federal account to access services and manage multiple touchpoints across government. The account will make it easier for businesses to manage their interactions with government departments and agencies while also allowing government programs to offer personalized recommendations on services available to help them recover, start-up and grow. The My Canada Business Account is the first step in offering an integrated service window for Canadian businesses dealing with government.

ISED's [Digital Government program](#)^{xxi} was established to make stronger connections amongst a number of key departmental initiatives to better serve Canadian businesses and entrepreneurs. In 2022–23, the program will be supporting the objectives of the Digital, Data and Services Oversight Committee (DDSOC) to transform how the Department operates, makes decisions and delivers services by designing with users, through leveraging its data assets and by harnessing the power of digital technologies. Specific initiatives will include: establishment of Canada Revenue Agency (CRA) tax information sharing service and a digital identity verification service, supporting delivery of the CDAP and the Canada Business Account; conduct of an annual Service Inventory allowing ISED's Design and Experimentation Centre of Expertise to identify opportunities for service improvements in business-facing supports; and development of a service transformation roadmap for ISED that can be applied to individual or bundled services to facilitate improvements over time, with a focus on digital service delivery.

ISED's [CanCode](#)^{xxii} program, which is now in its third iteration, will continue to give students from Kindergarten to Grade 12—particularly those in traditionally underrepresented groups—the opportunity to learn digital skills such as coding, data analytics, and digital content development. It will also support initiatives that provide K–12 teachers with the training and professional development they need to introduce digital skills and coding concepts into the classroom. Over the three years for CanCode 3.0, the Department will support not-for-profit organizations across Canada and facilitate more than 3 million training opportunities.

In targeting the digital literacy skills and expertise needed for participation in the digital economy, ISED offers several programs in support of the interdepartmental Youth Employment and Skills Strategy led by Employment and Social Development Canada. The [Digital Skills for Youth \(DS4Y\)](#)^{xxiii} program provides digital skills training and work experience to underemployed post-secondary graduates. Funding has been extended for 2022–23, and will provide support for up to 360 youth at \$30K per internship. In addition, the [Computers for School Internship \(CFSI\)](#)^{xxiv} program will continue to support development of advanced digital skills of youth through practical on-the-job experience. In 2022–23, 160 internships will enhance the employability and marketability of underrepresented youth in Canada's digital economy.

Ensure Canadian businesses benefit from procurement programs

ISED will continue to ensure that the Government of Canada's industrial and technology purchasing programs benefit all Canadians. ISED will place particular emphasis on opportunities to leverage major complex technology-heavy procurements in ways that will attract, retain and grow domestic technology and industrial capabilities.

In 2022–23 and beyond, ISED will work with other federal partners, notably the Department of National Defence (DND), the Canadian Coast Guard, and Public Services and Procurement Canada (PSPC) to leverage economic benefits from major Defence and Coast Guard

procurements through the [Industrial and Technological Benefits \(ITB\)](#)^{xxv} Policy and the [National Shipbuilding Strategy Value Proposition](#).^{xxvi} This will support the long-term growth and sustainability of Canada’s defence industry, enhance innovation through R&D, increase the export potential and international competitiveness of Canadian-based firms and promote skills development and training to advance employment opportunities for Canadians in the new economy. ISED will also foster the development of [Key Industrial Capabilities \(KIC\)](#),^{xxvii} on a case-by-case basis that builds on emerging Canadian technologies as well as existing industrial strengths.

Support recovery and growth of the tourism sector

In 2022–23 and beyond, ISED will target support for Canada’s visitor economy that was hit hard by COVID-19 and the impacts of related public health mitigation measures. Building on progress made in addressing immediate questions of survival of the sector, the Department will turn to future-oriented strategies for the longer-term recovery and growth of the tourism and associated hospitality sectors.

ISED will continue implementation of the \$15M national stream of the \$500M Tourism Relief Fund (TRF) through to 2022–23. The TRF was announced on July 12, 2021 and will run until March 31, 2023. The Fund will support tourism recovery and the advancement of national visitor economy priorities aligned with Canada’s [Federal Tourism Growth Strategy](#),^{xxviii} such as destination development, seasonal and geographic dispersion, digitalization, sustainability, human resources, and market development. National tourism associations will be invited to submit proposals and collaborate with organizations at the national, regional and local levels to amplify the impact of projects. Projects will deliver activities nationally, or in multiple regions of the country, and will receive up to a maximum of \$5M over the duration of the program.

Enhance skills, adaptability and entrepreneurship

Development and honing of entrepreneurial and business knowledge, skills and sensibilities is an essential component of a comprehensive industrial innovation and growth strategy, as is supporting the development of the scientific research community to enhance commercialization opportunities. ISED will continue to play an active role in promoting and supporting the building of successive generations of Canadian scientists, professionals and digital-savvy workers who can adapt to rapidly evolving business needs and opportunities in both domestic and global settings.

ISED’s Upskilling for Industry Initiative (UII) was announced in Budget 2021. UII seeks to scale-up to a national level of employer-driven approaches focused on identifying the evolving needs of growing industries and upskilling and redeploying workers to meet them. Over three years, UII will help Canadians connect with new work opportunities. Following an open and merit-based call for applications in 2022, one or a limited number of recipient(s) will be selected

to deliver this new transfer payment program. In 2022–23, UII’s funding will seek to: create and maintain partnerships with key employers and public and private training providers; confirm industry skills needs and priorities; support development of intensive short-cycle industry-driven upskilling programming and curricula; leverage existing digital platforms to support upskilling interventions nationally and the sharing of best practices across partners; and identify potential program participants and match them with appropriate training.

The fostering of diversity and the inclusion of all people and voices at decision-making tables is critical. With this in mind, the 50-30 Challenge was launched through the 2020 Fall Economic Statement as a call to action for organizations across Canada to increase diverse representation on corporate boards and in senior management positions. The commitment is to achieve gender parity (50%) and significant representation (30%) of equity deserving groups—i.e., Racialized, Black, and/or People of Colour, People with disabilities (including invisible and episodic disabilities), LGBTQ2+ and/or gender and sexually diverse individuals and Indigenous Peoples. Over the next year, the What Works Toolkit will be launched to provide all organizations in Canada with tools and resources to implement equality, diversity and inclusion practices within their workforce. In addition, Ecosystem Partners will provide direct support and assistance to challenge participants to adopt diversity practices in their organizations.

Scientific research and innovation produce economic and societal benefits, and work-integrated learning is a key component of the Government of Canada Innovation and Skills Plan to yield such benefits. As part of Budget 2021, funding is being provided to Mitacs for programs that will help train the next generation of Canadian innovators and scientists by providing access to important first employment and training opportunities, and by helping better position young Canadians as part of the recovery. In addition to enhanced collaboration and knowledge transfer among sectors, these investments will contribute to the increased retention of domestic and international post-secondary students and fellows by increasing awareness of education, research, and work opportunities in Canada. This, in turn, will help improve productivity and competitiveness of Canadian industry and the broader global economy.

Departmental Result: Businesses, investors and consumers are confident in the Canadian marketplace, including in the digital economy

Canadians have consistently shown themselves to be highly capable inventors, entrepreneurs, business developers and workers and fully able to compete with the best that the world has to offer. But their ability to reap the rewards of their own vision, creativity and industry demands a supportive market environment that ensures fair access and treatment, equitable market conditions and opportunities, and the consistent and effective safeguarding of business rights and interests—whether that be IP, access to markets, or protection against unfair or inequitable business practices and conditions.

Help Canadian businesses protect and leverage their intellectual property

ISED, through the Canadian Intellectual Property Office (CIPO), will continue to focus on timely delivery of high quality IP products and services to customers seeking to develop and register their IP. Guided by a vision to establish itself as a modern and integral part of Canada’s innovation and IP ecosystem, CIPO in 2022–23 will take measures to reduce backlogs and turnaround times for trademarks registration. This will be achieved through transformation of CIPO’s e-services and increased emphasis on automation, digitization and self-service improvements. CIPO will also seek to complete regulatory amendments to streamline the patent examination process and encourage applicants to prosecute applications more efficiently.

As part of its IP Awareness and Education Program, CIPO in 2022–23 will also continue to develop new educational tools and resources to raise IP awareness and support the effective use of IP by SMEs and underrepresented groups, including women and Indigenous Peoples. In addition, CIPO will increase the accessibility of its educational content by adopting a digital approach as the principal means of service delivery. To assure CIPO is positioned to meet the needs of Canadians now and into the future, CIPO will advance its long-term financial planning and will undertake a comprehensive review of its fees.

For 2022–23, the IP Legal Clinics Program will seek to further enable law students to learn more about IP, help businesses get a sense of their IP needs, and facilitate access to the IP professions. This will be advanced through a call for applications to be launched in spring 2022. The program will continue to encourage the establishment of new IP legal clinics and the enhancement of existing IP legal clinics within Canadian law schools, to support the provision of free or low-cost access to basic IP advisory services and foster the development of future IP experts. A key commitment is to improve the understanding of IP and increase access to IP services for SMEs, women, and Indigenous innovators.

For 2022–23, the Patent Collective Pilot Program intends to further assist participating SMEs with their patent and other IP needs, to help members leverage IP in their drive to grow to scale in the data-driven clean tech sector. Participants will continue to have the opportunity to shape how the Pilot Program can customize services to suit members’ needs and innovation environments and support the strategic use of IP in scaling businesses.

[Indigenous Intellectual Property Program \(IIPP\)](#)^{xxix} grants were created to address IP capacity building, education and awareness-raising needs of Indigenous organizations. An application process for the program will run in 2022–23 to fund Indigenous organizations’ activities related to IP, Indigenous knowledge and Indigenous cultural expressions.

Foster a fair, inclusive and competitive economy

The maintenance of open, fair and competitive markets will be critical to Canada’s economic recovery as the country responds to the impacts of COVID-19 and seeks to return to sustained positive growth.

In 2022–23, through the Competition Bureau (the Bureau), ISED plans to continue work to advance three strategic pillars from its 2020–2024 Strategic Vision: protecting Canadians through enforcement action; promoting competition in Canada; and investing in the organization and its ability to serve Canadians.

The Bureau will continue to protect Canadians through enforcement action to safeguard competitive markets across multiple sectors that matter to Canadians, including health, telecommunications, infrastructure, finance and the digital marketplace. To further enhance in-house expertise in proactive monitoring, intelligence analysis, and digital business practices and technologies, the Bureau’s new Digital Enforcement and Intelligence Branch will partner with enforcement and promotion teams within the Bureau and offer specialized knowledge and advice around the use of data and technology.

Competition is a key catalyst of growth and innovation in the Canadian economy, and government policy is central to driving competition. The Bureau will continue to work with regulators and policymakers to assess the impact of new and existing policies and regulations on competition and champion the essential role of competition in the economy. In 2022–23 the Bureau will finalize its [Digital Health Care Market Study](#)^{xxx} which will provide recommendations on how digital health care in Canada can be best supported through pro-competitive policies. It will also expand its social media presence to reach key audiences. In addition, the Bureau will continue to engage with international counterparts and play a leadership role in promoting cooperation and collaboration on enforcement needs and responses to the impacts of the digital marketplace.

The Bureau will continue to support the timely review of applicable foreign investment notifications and applications filed by foreign investors under the *Investment Canada Act*. It will continue to engage with international counterparts to address enforcement cooperation needs and coordinate responses to the impacts of the digital marketplace and post-COVID-19 economic recovery. The Bureau will also continue to play leadership roles in international fora, while also establishing and deepening relationships with domestic government agencies and strategic stakeholders.

In 2022–23, the Office of the Superintendent of Bankruptcy (OSB) will continue implementing changes arising from its comprehensive review of directives and regulations and will continue to enhance its risk-based approach to compliance. It will also collaborate with partners to promote its online tools to help Canadian consumers in financial distress find the right debt solution.

ISED’s Measurement Canada (MC) will continue to deliver on its legislated mandate to approve and oversee all measuring devices used for financial transactions in the Canadian marketplace. In 2022–23 MC will undertake a review of its legislation and regulations to prepare it for the future technologies and commercial practices, enable innovation, and reduce regulatory burden for small businesses. A priority area of focus will be assessment and approval of new clean trade measurement technologies, including codes and standards for Zero Emissions Vehicles (ZEV) charging and fuelling stations.

With a view to ensuring a robust, active and efficient domestic market across provincial and territorial boundaries, ISED’s [Internal Trade Secretariat \(ITS\)](#)^{xxxii} will continue to provide support to the Committee on Internal Trade, Canadian Free Trade Agreement committees and working groups, and other key bodies. Further to the Government of Canada’s commitment in the Canadian Free Trade Agreement (CFTA), ISED will continue to provide the federal contribution to the annual operating budget of the CFTA’s Internal Trade Secretariat Corporation (ITSC), to fulfill the Government of Canada’s commitment to strengthen trade within Canada. This annual grant, along with the contribution of the provincial and territorial governments, enables the ITSC to provide administrative and operational support to the Committee on Internal Trade, any committees and working groups established under the CFTA, as well any panel hearings resulting from disputes launched under the CFTA.

ISED’s Centre for Rural Economic Development—recently transferred from Infrastructure Canada—will continue to coordinate a whole of government approach to addressing the needs of rural Canada, as outlined in Canada’s [Rural Economic Development Strategy](#).^{xxxiii} This will include a continued effort to support rural economic development and address barriers faced by rural communities to accessing federal programs and services intended to benefit them. The Centre will engage with rural leaders to understand and appreciate challenges faced by their communities, explore how the Government can best support jobs and growth across rural Canada, and work with other federal departments to apply a rural lens and align policies, programs and services to meet rural needs.

Departmental Result: Canada has a clean and sustainable economy
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In December 2020, the Government of Canada announced its [Strengthened Climate Plan: A Healthy Environment and a Healthy Economy](#),^{xxxiii} which charts a long-term course toward net zero emissions in 2050. The SIF’s NZA initiative was also announced as part of this Plan. With a total of \$8B (\$3B from the Strengthened Climate Plan and \$5B from Budget 2021), the NZA initiative will accelerate the decarbonization of large emitters, advance Canada’s industrial transformation, and support the development of clean technology and a battery ecosystem.

Previously funded projects have focused on helping Canadian steel companies transition to low-carbon production (totaling up to 6 megatonnes of GHG emissions per year by 2030), investing

in carbon capture technology to help heavy industrial emitters cut down on emissions, and accelerating the green shift by transforming Canada’s aerospace industry and driving recovery through the Canadian aerospace sector.

Recognizing the importance of accelerating the transition to a low-carbon, inclusive, clean growth economy, ISED will continue to help Canadians and Canadian businesses embrace sustainability as a core value over the short, medium and longer term through commitments to develop environmental sustainability plans.

Help grow the clean technology sector

Clean technologies are those that remediate or prevent environmental damages as well as those that are less polluting or more resource efficient. They are a key driver of environmental improvements by enabling further reduction of GHG emissions and instrumental to reaching the net-zero emissions goal by 2050. At the heart of achieving a healthy environment and a sustainable economy is the recognition that a growing clean technology sector represents greater opportunities for high quality jobs for Canadians while contributing to action on climate change.

Through [Sustainable Development Technology Canada \(SDTC\)](#),^{xxxiv} ISED will continue to focus on helping 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. ISED will continue to implement the recapitalization of SDTC’s SD Tech Fund in 2022–23, delivering \$750M over five years. SDTC will also continue implementing its renewed mandate, which includes funding to large projects, more international projects, and scaling-up of core funding activities to support projects and leading clean technology companies (including the [Seed Fund](#)).^{xxxv}

In 2022–23, the [Clean Growth Hub](#)^{xxxvi}—a horizontal initiative co-led by ISED and Natural Resources Canada and in partnership with 14 other departments and agencies—will continue to deliver on its mandate as the federal focal point for clean technology. Under this mandate, the Clean Growth Hub will fulfill three key functions: help clean technology stakeholders identify and navigate federal programs and services most relevant to their needs; improve federal clean technology program coordination; and strengthen federal capacity to track clean technology outcomes. The aim is to ensure that clean technology stakeholders are better equipped to make decisions related to clean technology innovation and deployment, and clean economic growth.

The Clean Growth Hub will work to provide more targeted and tailored services to both existing and new clients, including high-potential clean technology firms. It will also continue to implement its Strategy and Action Plan to advance Reconciliation, Equity, Diversity and Inclusion (REDI) in its operations. The main goal of the REDI Plan is to better understand the needs of underrepresented groups in the clean technology sector, including women and

Indigenous Peoples, and tailor Clean Growth Hub services accordingly to support new opportunities.

In 2022–23, ISED’s [Clean Technology Data Strategy \(CTDS\)](#)^{xxxvii} will continue collecting and estimating macroeconomic data via Statistics Canada and reporting macroeconomic administrative program data from stakeholders on their investments. ISED and Natural Resources Canada will continue to engage stakeholders to improve data visualization tools published online and ensure that data revisions are updated on a regular basis.

In 2022–23, ISED will launch the Industrial Decarbonization Team (IDT) to facilitate and support the development and financing of large-scale, value chain transformative decarbonization projects in Canada’s industrial sectors. The IDT will help Canada achieve its 2030 and 2050 emission reduction targets, while building a more competitive and low-carbon economy for Canada. The IDT is an important element of ISED’s proposed approach to industrial decarbonization.

Gender-Based Analysis Plus

ISED is committed to applying Gender-Based Analysis Plus (GBA Plus) lens in all stages of policy and program development and implementation. With the aim of providing meaningful and appropriate support to help grow small, medium and large Canadian businesses into globally competitive, high-impact firms, ISED emphasizes the inclusion and representation of diverse voices so that all Canadians have access to available services and support. The collection and use of disaggregated data and metrics remains an important facet of this work, as this data will help build an understanding of who is—and who is not—accessing available programming.

A GBA Plus lens is also applied to policy and program design and evaluation in areas where it is vital to ensure a fair and competitive marketplace where all Canadians can participate, where fair and competitive prices and product choices can prevail, where access to the Internet is reasonable, consistent and fair, and that opportunities for participation in the economy of workers and entrepreneurs alike are fair and equitable.

In 2022–23, ISED will be collecting and reporting on data related to the state of various industries through its biennial Canadian Defence, Aerospace, Marine and Cybersecurity Industries Survey. This includes data on the gender breakdown of key occupations within these industries.

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

ISED strongly supports Canada’s efforts to implement the [United Nations 2030 Agenda](#)^{xxxviii} and the [Sustainable Development Goals \(SDGs\)](#).^{xxxix} ISED has a comprehensive mandate to

accelerate innovation in Canada, help Canadian businesses and organizations succeed and grow, increase Canada’s share of global trade and build a Canadian marketplace that promotes confidence, consumer choice and competition. ISED and its portfolio partners work collaboratively with provinces, territories, municipalities, Indigenous Peoples, business owners, industry associations, stakeholders and all Canadians to deliver an economic agenda that builds and sustains an internationally competitive knowledge-based economy. Recognizing the importance of accelerating the transition to an inclusive low-carbon and clean growth economy, ISED will continue in 2022–23 to help Canadians and Canadian businesses embrace sustainability as a core value over the short, medium and longer term. As Canada seeks to achieve a net zero GHG emission economy by 2050, ISED will focus on making Canada the best place to start and grow a clean technology business.

While ISED supports all 17 SDGs, ISED’s policies, programs and initiatives most directly advance action on *SDG 9 – Industry, Innovation and Infrastructure* to “build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.” Under Canada’s 2030 Agenda National Strategy—Canada’s whole-of-society approach to realizing the SDGs—ISED is the lead on SDG 9. ISED’s programs and initiatives that support this SDG include: the Innovation and Skills Plan; the Innovation Superclusters Initiative; the SIF; Innovative Solutions Canada; Canada’s Connectivity Strategy; the [Universal Broadband Fund \(UBF\)](#); ^{x1} and the CDAP.

Other SDGs supported by ISED include: *SDG 7 – Affordable and Clean Energy*; *SDG 8 – Decent Work and Economic Growth*; *SDG 12 – Responsible Consumption and Production*; and *SDG 13 – Climate Action*. Examples of key Departmental policies, initiatives and programs that support these SDGs include: Sustainable Development Technology Canada (SDG 7 and SDG 13); the Accelerated Growth Service (SDG 8); and the work of the Office of Consumer Affairs in supporting voluntary action to reduce environmental impacts and promote clean growth (SDG 12).

Experimentation

ISED will continue to support the use of experimentation to inform evidence-based decision making. Building upon the Department’s foundational investments in user research, design, data and technology will provide opportunities to test new and better ways of working for the benefit of Canadians. ISED will pursue experimentation to inform the Department’s service transformation, specifically in the area of single-window service delivery for businesses, in terms of both content organization and user experience design. ISED will also experiment with innovative ways to improve the delivery of the CDAP.

Planned results for Companies, Investment and Growth

The following table shows, for Companies, Investment and Growth, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicator (Note 1)	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
Canada has a clean and sustainable economy	Value of Canada's total sales in clean technologies (in dollars) (Note 2)	Year-over-year increase	December 31, 2025	\$21,412,416 (Note 3) (2018)	\$21,708,781 (2019)	Not available (Note 4)
	Clean technology employment in Canada (in numbers)	230,000	December 31, 2025	207,664 (2018)	220,138 (Note 5) (2019)	Not Available (Note 6)
	Annual incremental reductions in GHG emissions attributable to ISED programs	Reductions are increased by 1 megatonne per annum through 2025	December 31, 2025	18.1 megatonnes estimated reduction of GHG emissions (Note 7)	19.3 megatonnes estimated reduction of GHG emissions	22.4 megatonnes estimated reduction in GHG emissions (Note 8)
	Number of ISED-funded projects with a clean technology component that are in progress	172 active projects (Note 9) (Note 10)	March 31, 2023	Not available (Note 11)	162 active projects (Note 12)	214 active projects (Note 13)
Canadian businesses and industries are innovative and growing	Value of BERD by firms receiving ISED program funding (Note 14)	\$900,000,000	March 31, 2023	\$929,300,000 (2018)	Not available (Note 15)	Not available (Note 16)
	Revenue growth rate of firms supported by ISED programs	ISED-supported firms grow faster than the national average	March 31, 2023	6.7%	Not available (Note 17)	Not available (Note 18)
	Canada's rank on the World Intellectual Property Organization's Global Innovation Index	Improve or maintain rank (17/129)	March 31, 2023	18 (2018)	17 (2019)	17 (2020)
	Percentage of Business Expenditures on Research and Development (BERD) funded by the federal government	At least 5%	March 31, 2023	5% (2018)	4.8% (2019)	4.7% (2020)
	Percentage of professional, science and technology-related jobs in Canada's economy	40%	December 31, 2025	34% (2018)	35% (2019)	37% (2020)

Businesses, investors and consumers are confident in the Canadian marketplace, including the digital economy	Total Business Investment in Canada	At least \$260,000,000,000 (Note 19)	December 31, 2025	\$225,025,000,000 (2018)	\$228,813,000,000 (2019)	204,636,000,000 (2020)
	Canada's score on the World Economic Forum's Global Competitiveness Index	Maintain or improve score	March 31, 2023	79.9 (2018)	79.6 (2019)	Not available (Note 20)
	Growth in patent application filings, trademark filings and industrial design filings in Canada	Patents: 34,645 Trademarks: 81,314 Industrial Designs: 9,142 (Note 21)	March 31, 2023	Patents: 39,027 Trademarks: 63,442 Industrial Designs: 6,139	Patents: 37,999 Trademarks: 68,385 Industrial Designs: 7,408	Patents: 37,164 Trademarks: 76,168 Industrial Designs: 8,161
	Percentage of Canadians who shop and bank online	At least 75% of Canadians are banking online At least 90% of Canadians are shopping online	December 31, 2025	Not available (Note 22)	Not available (Note 23)	74.9% banked online 82% purchased goods and services online (2020)

Note 1: Some results are reported by calendar year as indicated within brackets.

Note 2: 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 could be subject to future adjustments to align with the statistical revisions.

Note 3: Actual Results include sales in environmental technologies and exclude waste management services.

Note 4: Data expected to be available in April 2023.

Note 5: 2019 actual results are preliminary, as identified in the Statistics Canada's Environmental and Clean Technology Product Account release from January 2022.

Note 6: Data expected to be available in June 2022.

Note 7: Actual Results include only Sustainable Development Technology Canada Program data.

Note 8: This result includes SDTC data only. GHG reductions are presented as estimates due to the fact that differences across projects make it difficult to determine exact GHG reductions without an audit, which does not happen annually. As a result, forecasts based on sales are used, which are not always exact.

Note 9: Targets are comprised of a roll-up of clean-tech project data from various ISED-supported programs, including the SIF and Sustainable Technology Development Canada.

Note 10: Despite Sustainable Development Technology Canada (SDTC) having exceeded its target in 2020–21, the target has not been updated at this time due to the fact that, when it was originally set, SDTC had not yet implemented its Seed Fund (which provides smaller investments to more companies at an earlier stage of development). 2020–21 saw many more funding decisions under the Seed Fund; however, it is not yet clear if the Seed Fund is expected to continue at this pace.

Note 11: Data is not available for 2018–19, as this is a new indicator introduced through ISED's 2020 Departmental Results Framework update.

Note 12: Actual Results are comprised of a roll-up of clean-tech project data from various ISED-supported programs, including the SIF and Sustainable Technology Development Canada.

Note 13: Actual Results are comprised of a roll-up of clean-tech project data from various ISED-supported programs, including the SIF and Sustainable Technology Development Canada.

Note 14: Data is from Statistics Canada's Linkable File Environment and measure the value of business expenditures in research and development by enterprises receiving direct financial support or funding from ISED's Business Growth and Innovation Support programs.

Note 15: 2019 data is expected to be available in fall 2022.

Note 16: 2020 data is expected to be available in fall 2023.

Note 17: 2019 data is expected to be available in 2022.

Note 18: 2020 data is expected to be available in 2023.

Note 19: This indicator measures values of business investments in the “non-residential structures, machinery and equipment” and “intellectual property products” fields, both of which fall under the “Business gross fixed capital formation” category of Statistics Canada’s Gross Domestic Product (GDP) (expenditure-based) table. Statistical revisions are carried out regularly in the Canadian System of Macroeconomic Accounts in order to incorporate the most current information from censuses, annual surveys, administrative statistics, public accounts, etc.

Note 20: Instead of releasing data for 2020–21, the WEF published a special edition of the Global competitiveness report with a focus on countries’ responses to the global COVID-19 pandemic. The 2019 actual results are the most recent in terms of Canada’s competitiveness score.

Note 21: Targets represent forecasted application volumes based on historical trends and expected future Canadian and US economic growth. As such, their achievement is not aspirational but is based on the economic conditions that drive IP demand in Canada.

Note 22: Data is not available for 2018–19, as this is a new indicator introduced through ISED’s 2020 Departmental Results Framework update.

Note 23: Data is not available for 2019–20, as the Statistics Canada survey is conducted biennially.

The financial, human resources and performance information for ISED’s program inventory is available on [GC InfoBase](#).^{xli}

Planned budgetary spending for Companies, Investment and Growth

The following table shows, for Companies, Investment and Growth, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
\$3,099,017,667	\$3,099,017,667	\$2,970,919,391	\$2,642,058,473

Planned spending includes new funding announced in Budget 2021 for the Pan-Canadian Artificial Intelligence Strategy, as well as the National Quantum Strategy for the Innovation Superclusters Initiative. It also includes funding received for the Tourism Relief Fund, CanCode 3.0, Mitacs Inc., Digital Skills for Youth, Computers for Schools Intern program, Upskilling for Industry Initiative, Innovative Solutions Canada and the Net Zero Accelerator initiative. In addition, as part of Budget 2021, permanent funding to enhance competition enforcement and promotion in the digital economy was received.

Decreases in future years can be explained by the variation in funding profiles for the Innovative Solutions Canada, the New Generation of Wireless Technology (5G) and the Innovation Superclusters. In addition, certain programs such as CanCode 3.0 and Let’s Talk Science are planned to end in 2023–24.

Financial, human resources and performance information for ISED’s program inventory is available on [GC InfoBase](#).^{xlii}

Planned human resources for Companies, Investment and Growth

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
4,039	4,042	4,028

Financial, human resources and performance information for ISED’s program inventory is available on [GC InfoBase](#).^{xliii}

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: People and communities from all segments of Canadian society participate in the economy

ISED’s mission is to shape a more resilient and inclusive Canadian economy by encouraging people and communities from all segments of Canadian society to participate fully and meaningfully in emerging employment and business opportunities. To achieve this, ISED will continue to foster a culture of inclusivity in businesses that is focused on empowering traditionally underrepresented groups and ensuring that no one is left behind as Canada proceeds from economic recovery to growth and prosperity.

Facilitate participation of underrepresented groups in the economy

In 2022–23 ISED will continue to deliver programs that [support equity deserving entrepreneurs](#),^{xliv} through supports to SMEs and entrepreneurs in all sectors of the economy across Canada. Activities undertaken to support underrepresented groups in the economy aim to make Canada’s entrepreneurship ecosystem more accessible, increase opportunities to start, scale, grow, and maintain businesses for underrepresented entrepreneurs, and build awareness of issues faced by entrepreneurs to improve and close gaps in services and coordinate supports. Through its activities, this program addresses barriers and promotes the growth and competitiveness of entrepreneurs, including underrepresented groups who would not typically be supported well by traditional lending institutions, and other business support services. This will entail targeted engagement with women, youth and Indigenous Peoples to help meet their priority needs with the aim of enabling entrepreneurs, including those from equity deserving groups, gain access to supports and generating a greater awareness of supports and partnerships available to them in the entrepreneurship ecosystem. In support of young entrepreneurs who have historically been underserved by traditional lending organizations, ISED provides funding to [Futurpreneur Canada](#),^{xlv} the only national, bilingual non-profit providing financial and mentorship services to aspiring young entrepreneurs across the country. In 2022–23, the target for Futurpreneur is to provide mentorship to at least 1,000 youth.

The COVID-19 pandemic has disproportionately impacted women entrepreneurs in general as well as in certain sectors—such as retail, hospitality and food services—where women entrepreneurs are most present. In response, Budget 2021 allocated \$146.9M to address barriers and gaps faced by women entrepreneurs, including a \$65M renewal of the Women Entrepreneurship Strategy (WES) Ecosystem Fund to be announced in two Calls in 2022–23. In addition, \$55M in loan financing for under-served women entrepreneurs will begin to be made available through the Women Entrepreneurship Loan Fund. The Department will fund the Women Entrepreneurship Knowledge Hub (WEKH) for an additional two years (\$2.8M in 2022–23) to continue work as a one-stop source of knowledge, data and best practices for women entrepreneurs. Additionally, in 2022–23 ISED will continue to lead a senior management-level steering committee with representation from more than 20 federal departments and agencies to coordinate the implementation of initiatives supporting women entrepreneurs under the WES.

Originally announced in September 2020, the Black Entrepreneurship Program (BEP) is an investment of \$135M from the Government of Canada over four years, complemented by \$130M from the BDC. The program aims to address systemic barriers that Black business owners and entrepreneurs face, by providing targeted support and increased access to capital. It will seek to strengthen Black business communities as a pathway for improving economic equality and prosperity.

Through investments of up to \$5M per partner over four years, the Department will create and sustain a new [Black Entrepreneurship Knowledge Hub](#)^{xlvi} that will collect data on the state of Black entrepreneurship in Canada and help identify Black entrepreneurs' barriers to success as well as opportunities for growth. The Hub will be run by Black-led community and business organizations, in partnership with educational institutions. In 2022–23, the first year of the contribution, ISED will support the administrators of the Knowledge Hub — Carleton University and the Dream Legacy Foundation— to deliver on their mandate, and will specifically look to the recipients to develop communications and knowledge dissemination mechanisms, engage with black students, develop community engagement strategies, work to build community trust and engage the community with a view to developing community based research collaboration. In addition, ISED will provide up to \$30M in support for the new Black Entrepreneurship Loan Fund, a partnership between the Government of Canada, the Business Development Bank of Canada and Federation of African Canadian Economics (FACE). It will provide loans of up to \$250K for Black business owners and entrepreneurs so they can continue to deliver the loan fund with the view of increasing access to capital for Black business owners and entrepreneurs.

In 2022–23, ISED will also work closely with Canada's Regional Development Agencies to develop, implement and administer a new National Ecosystem Fund to support Black-led business organizations across the country. The fund will allow not-for-profit Black-led

organizations to develop new services or expand existing ones that offer mentorship, networking, financial planning, and business training for Black entrepreneurs.

Making digital technology available to all

In an increasingly competitive and rapidly evolving digitally enabled world, it is more imperative than ever that Canadian workers and businesses enjoy equitable access to—and competency in—digital technologies that are vital for employment and business success. ISED will continue to pursue measures in 2022–23 to help close the gaps in digital capacity and skills amongst different regions, sectors and population groups. The aim is to ensure that Canadians of all backgrounds and in all corners can participate in modern economic growth, business and work opportunities, and global competitiveness.

ISED’s UBF—which supports investments in high-speed Internet project across the country—will help bridge the digital divide by building and improving broadband connectivity in Canada’s most rural and remote regions. In its efforts to bring reliable high-speed Internet access to Canada’s hardest-to-reach regions, ISED will continue to work with Telesat to utilize Low Earth Orbit satellite capacity for a 2024 launch in order to provide capacity to Canada’s far north in 2024. Having increased from \$1.75B to \$2.75B through Budget 2021, the Fund continues to support the Government of Canada’s goal to connect 98% of Canadians to high-speed, reliable Internet by 2026, and 100% of Canadians by 2030. The UBF funds a range of projects, including a Rapid Response Stream for large-scale, high-impact projects, as well as projects that provide mobile connectivity primarily for the benefit of Indigenous Peoples.

The Connecting Families initiative is a part of the suite of digital skills, accessibility and Internet affordability programs that aim to bridge the “digital divide” experienced by those in certain regions, sectors and socio-economic status groups. In 2022–23, ISED’s [Connecting Families Initiative \(CFi\)](#)^{xlvi} program will continue to help ensure that low-income families and low-income seniors who face affordability barriers can access home Internet with an improved service that offers a broadband standard of 50/10 Mbps and 200 GB of data at affordable monthly rates.

The [Computers for Schools Plus \(CFS+\)](#)^{xlvi} program builds on over 25 years of success. In serving communities across Canada to provide a wide range of computer equipment to an expanded audience of recipients. CFS+ and its companion program, CFSI, supports organizations and youth internships to refurbish and deliver an estimated 70,000 ready-to-use computers and other digital devices to schools, libraries, non-profits, Indigenous communities and low-income individuals annually to ensure those most in need have access to the digital world.

Remote and rural communities face unique challenges due to their geography and population size, presenting barriers to private sector investment in building, operating and maintaining

infrastructure. ISED's [Connect to Innovate \(CTI\)](#)^{xlix} initiative funds projects that bring improved Internet speeds to rural and remote communities in Canada. This program primarily supports new "backbone" infrastructure to connect institutions like schools and hospitals. A portion of the funding also provides upgrades and "last-mile" infrastructure to households and businesses. By the time the program ends in 2023, nearly 400,000 Canadian households and 975 rural and remote communities will have new or improved Internet access.

Gender-Based Analysis Plus

Guided by insights from application of a GBA Plus lens to identify and understand the nature and implications of the digital divide along gender, regional, socio-economic status and other lines, ISED remains committed to ensuring its programs support fair and equitable access to the Internet, and the capacity of all Canadians to benefit from digitally enabled technologies. More generally, ISED supports the creation, transfer and diffusion of knowledge to ensure that all Canadians—including underrepresented ones such as women and girls, Indigenous Peoples, youth, Canadians with disabilities, LGBTQ2+ groups, and individuals in rural and remote communities—are equipped with the skills, tools and opportunities to participate in an innovative, high-growth economy.

UN 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

For details on ISED's contribution to the UN 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals, refer to *Core Responsibility: Companies, Investment and Growth*.

Experimentation

ISED will continue to support the use of experimentation and build capacity in this area to inform evidence-based decision making. In 2022–23, the Department will work to identify opportunities in all sectors of its programming for ways to improve service, focused on user research and experimentation as part of the ISED's broader digital transformation roadmap. In the context of the CDAP, research will also be conducted with businesses to capture how they currently collect employee equity information. The Department will also explore and test user-centred methods for measuring diversity among ISED clients to improve program reporting on the uptake of services by equity-seeking groups.

Planned results for People, Skills and Communities

The following table shows, for People, Skills and Communities, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicator (Note 1)	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
People and communities from all segments of Canadian society participate in the economy	Number of small and medium-sized enterprises supported by ISED programs	Year-over-year growth	March 31, 2023	804 youth received loans and mentorship through Futurpreneur	11,744 (Note 2)	20,832 (Note 3)
	Percentage of small and medium-sized enterprises supported by Innovation, Science and Economic Development Canada programs that are led or majority-owned by Indigenous Peoples, women, visible minorities, persons with disabilities and youth	Indigenous Peoples: 1.8% Persons with Disabilities: 0.3% Women: 50% Youth: 23% Visible Minorities: 17.5% (Note 4)	March 31, 2023	Not Available (Note 5)	Not Available (Note 6)	Indigenous Peoples: 2.5% Persons with Disabilities: 0.4% Women: 64.9% Youth: 25.3% Visible minorities: 18.1% (2020) (Note 7)
	Percentage of small and medium-sized enterprises that are majority-owned by women and visible minorities	Women: 25% Visible minorities: 14%	December 31, 2025	Not Available (Note 8)	Not Available (Note 9)	Women: 18.6% Visible minorities: 16.0% (Note 10)
	Percentage of households with an Internet subscription	Year-over-year growth	March 31, 2023	88.8% (2018)	92% (2019)	94% (2020)

Note 1: Some results are reported by calendar year as indicated within brackets.

Note 2: The [Women's Entrepreneurship Knowledge Hub \(WEKH\)](#)¹ measures the number of business support organizations engaged rather than individual businesses supported. 295 of these business support organizations were included in the 2019–20 results for total SMEs. The actual results for 2019–20 should have been 11,449 SMEs.

Note 3: The increase in the total number of SMEs supported by ISED programs from 2019–20 to 2020–21 can be attributed to the fact 2019–20 reporting for the Women's Entrepreneurship Strategy captured only business support organizations that received funding (data for end recipients was not available at this time), whereas the 2020–21 figure represents the number of women-owned or women-led businesses that benefitted from supports provided by support organizations, which is a more accurate measure of the indicator. The Women's Entrepreneurship Knowledge Hub measures results in terms of business support organizations rather than businesses supported. This is consistent with reporting from 2019–20.

Note 4: The target for each equity-seeking group was set by calculating the average of the following figures: (1) the percentage of ISED-supported businesses that are led or majority-owned by the equity-seeking group; (2) the percentage of ISED-supported businesses that are led or majority-owned by the equity-seeking group, excluding

FedNor, which is now a separate agency and will no longer be calculated as part of ISED's totals; and, (3) the percentage of businesses that are majority-owned by the equity-seeking group, nationally.

Note 5: Data is not available for 2018–19, as this is a new indicator introduced through ISED's 2021 Departmental Results Framework update.

Note 6: Data is not available for 2019–20, as this is a new indicator introduced through ISED's 2021 Departmental Results Framework update.

Note 7: The denominator was derived by totalling the figures for ISED's programs that collect disaggregated data for this particular equity-seeking group. Programs that do not currently collect disaggregated data for this equity-seeking group were removed from the totals to avoid skewing the percentage. The percentage was calculated by dividing the program-level total for businesses that are led or majority owned by the equity-seeking group by the total number of businesses supported by those same programs. Collecting disaggregated data is a priority for ISED and the Government of Canada. As such, more programs will be added to this indicator as disaggregated data becomes available.

Note 8: Results were delayed due to the pandemic and will be released in March 2022. Starting fiscal year 2020-21 and ongoing, the data source is the [Survey on Financing and Growth of Small and Medium Enterprises](#)^{li} for youth, and the quarterly [Canadian Survey on Business Conditions](#)^{lii} for the other metrics.

Note 9: Results were delayed due to the pandemic and will be released in March 2022. Starting fiscal year 2020-21 and ongoing, the data source is the [Survey on Financing and Growth of Small and Medium Enterprises](#)^{liii} for youth, and the quarterly [Canadian Survey on Business Conditions](#)^{liiv} for the other metrics.

Note 10: Data source: [Canadian Survey on Business Conditions](#), Q1 2021.^{liv}

The financial, human resources and performance information for the ISED's program inventory is available on [GC InfoBase](#).^{lvi}

Planned budgetary spending for People, Skills and Communities

The following table shows, for People, Skills and Communities, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
\$1,387,077,047	\$1,387,077,047	\$972,377,203	\$605,924,887

Planned spending includes funding that was announced as part of the 2020 Fall Economic Statement for the Black Entrepreneurship Program: Loan Fund and the Diverse and Inclusive Economy Program. In addition, Budget 2021 also announced funding for the Women Entrepreneurship Strategy, the Canada Digital Adoption Program – Grow Your Business Online, the Small Business and Entrepreneurship Development Program, as well as the funding received for the Universal Broadband Fund.

Decreases in future years can be explained by the winding down of the Connect to Innovate program, for which the funding is planned to end in 2022–23, and the variation in the funding profiles of various contributions programs, such as UBF.

Financial, human resources and performance information for ISED's program inventory is available on [GC InfoBase](#).^{lvii}

Planned human resources for People, Skills and Communities

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
193	159	132

Variance in the planned full-time equivalents is mainly related to the Universal Broadband Fund.

Financial, human resources and performance information for ISED’s program inventory is available on [GC InfoBase](#).^{lviii}

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: Canadian science, technology and innovation research (STIn) contributes to knowledge transfer

Leveraging and mobilizing Canada’s scientific and technological excellence in support of innovations in work, industry and commerce remains a key to successful growth, prosperity and competitiveness. Guided by this understanding, ISED seeks to promote and support Canada’s knowledge foundation and research excellence to meet the evolving needs of researchers and businesses, and equip them to make scientific and technological breakthroughs and advancements on the world stage.

Amid the uncertainty and disruption associated with the ongoing COVID-19 pandemic, ISED’s priorities will be to continue to support the Government of Canada’s pandemic response and economic recovery strategy. This will include key investments in biomanufacturing and life science research to meet immediate public health needs. At the same time, ISED will continue to invest in scientific research and collaboration that will prepare Canada for future pandemics and similar threats.

Strengthening Canada’s bio-manufacturing and life sciences sector

In 2022–23 and beyond, ISED will lead and support delivery on Budget 2021 commitments to invest a total of \$2.2B over seven years towards growing a vibrant domestic life sciences sector and supporting pandemic readiness and response. These foundational investments will help build Canada’s talent pipeline and research systems, develop next generation vaccines and therapeutics, and support the growth of Canadian life sciences firms. These investments include:

- Bio-sciences Research Infrastructure Fund: \$500M over four years, starting in 2021–22, for the Canada Foundation for Innovation (CFI) to support the bio-science capital and infrastructure needs of post-secondary institutions and research hospitals;
- Canada Biomedical Research Fund: \$250M over four years, starting in 2022–23, for a new tri-council biomedical research fund;
- adMare BioInnovations: \$92M over four years, starting in 2021–22, for adMare to support company creation, scale up, and training activities in the life sciences sector;

- Stem Cell Network: \$45M over three years, starting in 2022–23, to the Stem Cell Network to support stem cell and regenerative medicine research; and,
- Vaccine and Infectious Disease Organization: \$59.2M over three years, starting in 2021–22, to support the development of its vaccine candidates and expand its facility in Saskatoon.

Additionally, Budget 2021 provided targeted support for the life sciences and bio-manufacturing sector. These targeted support measures include:

- Support through the SIF: \$1B on a cash basis over seven years, starting in 2021–22, for promising domestic life sciences and bio-manufacturing firms;
- Canadian Institutes of Health Research Clinical Trials Fund : \$250M over three years, starting in 2021–22, to increase clinical research capacity; and,
- Venture Capital Catalyst Initiative: \$50M on a cash basis over five years, starting in 2021–22, to create a life sciences stream in the Venture Capital Catalyst Initiative, as part of a larger venture capital investment.

ISED will also support delivery on Budget 2021 commitments to invest \$400M over six years, starting in 2021–22, to advance the Pan-Canadian Genomics Strategy. This will include \$136.7M over five years for mission-driven programming delivered by Genome Canada to kick-start the strategy and complement the Government of Canada’s existing genomic research and innovation programming.

Strengthen domestic and international research coordination and collaboration

In advancing the development, promotion and application of Canada’s world-leading research capacity, ISED will continue to invest in third-party science and research organizations (TPOs) to support a wide range of innovation-related research activities across Canada. These investments help foster research collaboration among postsecondary research institutions, industry and civil society in ways that advance areas of strategic interest.

Reflecting its commitment to supporting domestic research and collaboration, ISED will continue to work closely with key federal research partner organizations, including, the three Government of Canada research granting agencies—namely the Social Sciences and Humanities Research Council, the Natural Sciences and Engineering Research Council, and the Canadian Institutes of Health Research—as well as the National Research Council, the Office of the Chief Science Advisor of Canada, Health Canada, and the federally-funded non-profit CFI. ISED’s collaboration with these partners will focus on coordination of research programs to achieve Canada’s vision for a world-leading research enterprise that advances the social, cultural and economic well-being of all Canadians. ISED will also continue to participate in and support the Canada Research Coordinating Committee in its mandate to achieve greater harmonization and coordination of the policies and programs of the granting agencies and the CFI.

Launched in August 2021, the [Strategic Science Fund \(SSF\)](#)^{lix} aims to mobilize the expertise and resources of independent, TPOs to enhance Canada’s STIn excellence. In 2022–23 the SSF will move from the Letter of Intent to Full Application stage of the application process for potential recipients, with funding decisions targeted for late in the year for initial disbursements in early 2024–25.

Established in 1993, [Canada’s Advanced Research and Innovation Network \(CANARIE\)](#)^{lx} manages the national research backbone, which connects the country to ultra-high-speed networks supported by provincial and territorial partners. Supported by ISED, CANARIE strengthens Canadian leadership in science and technology by providing these networks, as well as software tools and data management support to connect researchers, educators and innovators in efforts to boost commercialization in Canada’s technology sector. ISED will continue to monitor and support CANARIE in 2022–23 and beyond. This will include support for such initiatives as: expansion and maintenance of the [National Research and Education Network \(NREN\)](#),^{lxi} an essential collective of research infrastructure, tools and people to bolster Canadian research leadership; development and implementation of next-generation Technology Innovation, innovation and commercialization of products and services through the [Digital Accelerator for Innovation and Research \(DAIR\)](#)^{lxii} program; and, investments in the Cybersecurity Initiatives Program.

In 2022–23, ISED will continue implementation of the Budget 2021 commitment of \$360M to develop a [National Quantum Strategy \(NQS\)](#).^{lxiii} Over seven years, starting in 2021–22, the NQS will seek to amplify Canada’s significant strength in quantum research, grow quantum-ready technologies, and solidify global leadership in this area. ISED will establish a Secretariat to lead and support the complex task of integrating and coordinating the many facets of quantum R&D.

Reflecting its commitment to strengthening international research and collaboration, ISED will continue to represent the Government of Canada at various Organisation for Economic Co-operation and Development (OECD) fora on science and research policy, including the Committee for Scientific and Technological Policy (CSTP) and its working parties as well the Global Science Forum. This representation allows ISED to influence the scope and direction of projects undertaken by members, and leverage OECD expertise and resources to help inform domestic policy and program design and implementation. Further, ISED will also continue working to advance partnership opportunities under Horizon Europe, the European Union’s framework program for research and innovation, with the aim of providing greater access to international collaborations for Canadian research, science and innovation.

Finally, to strengthen research collaboration, ISED will continue to provide support to the Chief Science Advisor (CSA) in advance of bilateral or international meetings or visits related to STIn, and support the CSA in her efforts to foster open and secure research at the national and international level.

Support pure research and theoretical science

ISED will continue to support funding for various STIn research in 2022–23, including initiatives in the area of pure research and theoretical science. For example, ISED will continue to support the Perimeter Institute, which performs world-class research in theoretical physics that helps advance our understanding of the universe and leads to breakthrough discoveries. ISED will also continue to support the Canadian Institute for Advanced Research (CIFAR,) which connects the world’s best minds through interdisciplinary research programs that tackle challenging questions across a range of disciplines, such as biological development, bio-inspired solar energy, quantum information processing, and a variety of other fields.

High-risk/high-reward research

In 2022–23, ISED will work to develop a new approach to support high-risk/high-reward transformative R&D to unleash bold new research ideas, drive technological breakthroughs, protect Canada’s competitive advantage and help Canadian companies grow and create highly skilled jobs, by moving forward with a uniquely Canadian approach modeled on the Defense Advanced Research Projects Agency.

Support artificial intelligence and digital technologies

ISED will be particularly active in helping to advance R&D in the general fields of AI and digital technologies.

In 2022–23, ISED will continue implementation of the Budget 2021 commitment of \$443.8M in support of the Pan-Canadian AI Strategy to continue to attract, retain, and develop academic research talent, create jobs, and drive research and innovation in AI here in Canada. This will involve implementation of contributions to CIFAR to support its research, training and knowledge mobilization programs as well as its activities around the retention and attraction of top AI academic talent. Additional work under the strategy in 2022–23 will support the commercialization of AI research and innovations in Canada, the development and adoption of AI-related standards, and the provision of dedicated computing capacity to AI researchers.

In 2022–23 ISED will continue to monitor and support the ongoing implementation of the [Digital Research Infrastructure Strategy](#),^{lxiv} particularly the [Digital Research Alliance of Canada \(DRAC\)](#)^{lxv} (formerly NDRIO, the New Digital Research Infrastructure Organization). While work is well underway on the Budget 2018 commitments of \$572.5M to ensure that Canadian researchers have the digital tools they need to support scientific excellence, work in 2022–23 will focus on overseeing the funding extension for DRAC, which will be responsible for continued development and implementation of a national vision for advanced research computing, research data management, and research software. This work will include investments in a nationally coordinated DRI ecosystem that leverages federal, provincial,

institutional and private-sector funding. ISED will support DRAC's strategic priorities through transition related to advanced research computing, data management, and research software.

Gender-Based Analysis Plus

ISED uses GBA+ analysis to identify needs and opportunities to shape policies and programs in ways that can fully and equitably leverage Canada's innovation strengths to bridge the gaps from science, to commercialization, to investment and scale-up. ISED remains committed to advancing equity, diversity and inclusion in the fields of research. This includes a focus on better understanding the causes of discrimination, the impact of oppression on Canadians and communities, and strategies to support greater justice, equity, and accountability, particularly as they affect opportunities to participate in and benefit from the economy.

UN 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

For details on ISED's contribution to the UN 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals, refer to Core Responsibility: Companies, Investment and Growth.

Experimentation

ISED continues to support the use of experimentation to inform evidence-based decision making by leveraging its foundational investments in design, data and technology. In 2022–23, the Department will expand its use of experimentation to help enhance science and research services and programs, and to generally strengthen a culture of evidence-based decision making to the benefit of Canadians.

Planned results for Science, Technology, Research and Commercialization

The following table shows, for Science, Technology, Research and Commercialization, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicator (Note 1)	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
Canadian science, technology and innovation (SITn) research contributes to knowledge transfer	Percentage of Canada's higher education research and development (HERD) financed by the business sector	Canada remains higher than the OECD average (Note 2)	December 31, 2025	7.53% (2018)	7.95% (2019)	7.84% (2020)
	Canada's rank among Organisation for Economic Co-operation and Development nations on the average relative citation (ARC) score of science research publications (Note 3)	In the top 10	December 31, 2025	18th (2018)	16 th (2019)	Not Available (Note 4)

Note 1: Some results are reported by calendar year as indicated within brackets.

Note 2: OECD average: 6.2% (2017)

Note 3: 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. 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.

Note 4: 2020 figures should be available in 2022. There is a two-year lag for actual, non-preliminary data.

The financial, human resources and performance information for the ISED's program inventory is available on [GC InfoBase](#).^{lxvi}

Planned budgetary spending for Science, Technology, Research and Commercialization

The following table shows, for Science, Technology, Research and Commercialization, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
\$1,116,127,508	\$1,116,127,508	\$980,646,670	\$824,411,919

Planned spending includes funding announced in Budget 2021, mainly for the Pan-Canadian Artificial Intelligence Strategy for the Canadian Institute for Advanced Research, the National Artificial Intelligence Institutes and for dedicated computing capacity in Artificial Intelligence. In addition, it also includes new funding under the Biomanufacturing and Life Sciences Strategy for Canada Foundation for Innovation, Stem Cell Network and adMare BioInnovations.

These increases are offset by the winding down of funding under several programs such as the Digital Research Infrastructure Strategy, CANARIE Inc, the Perimeter Institute for Theoretical Physics and the Institute for Quantum Computing.

Financial, human resources and performance information for ISED’s program inventory is available on [GC InfoBase](#).^{lxvii}

Planned human resources for Science, Technology, Research and Commercialization

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
104	104	95

Variance in the planned full-time equivalents is mainly related to the implementation of the National Quantum Strategy, which is planned to end in 2023–24.

Financial, human resources and performance information for ISED’s program inventory is available on [GC InfoBase](#).^{lxviii}

Internal services: planned results

Description

Internal services are the services that are provided within ISED so that the Department can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- 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

In 2022–23 ISED’s internal services—and their ongoing improvements and evolution to meet emerging needs—will continue to be centered on Renewal at ISED under three complementary themes: being agile and purpose-driven, inclusive and healthy, and equipped and capable. These are in line with the public service renewal key areas identified in 2019 in the [Twenty-Sixth Annual Report to the Prime Minister on the Public Service of Canada](#),^{lxix} and inspired by strategies and best practices of other high performing organizations. By continuously asking ourselves how they can do better, ISED’s delivery of internal services will continue to adapt to support the achievement of ISED’s Core Responsibilities in the long-term.

Agile and Purpose-Driven: ISED has a relentless desire to succeed, is agile in delivering results, and is able to mobilize people and resources. It thinks deliberately about the future, invests in innovation, makes evidence-based decisions and does not hesitate to alter its strategy.

As with other departments and agencies across the Government of Canada, the COVID-19 pandemic has demonstrated the importance of being flexible in making required adjustments to how and where employees work, and the kinds of work environment support employees need, whether at the office or off-site. In 2022–23, ISED will finalize consultations with employees, networks and bargaining agents to ensure that its Future of Work plan is thoughtful and brings together diverse perspectives so that ISED is positioned as an employer of choice.

More specifically, the Department will continue to work closely with employees in working out plans and arrangements for a “hybrid” work environment model. The goal is to make an orderly

transition to new work arrangements that: are flexible, equitable and fair; respond to employee’s needs and concerns; reflect the “telework suitability” of different jobs; and enable ISED to continue to deliver on its operational requirements. As the Department transitions to a hybrid work model, the focus will be on providing employees with the flexibility they desire and building collaborative workspaces equipped with the latest technologies. This will be achieved through the development of a change management plan to implement the new model of work, training and tools for both managers and employees, supported and guided by a dedicated governance committee.

As the Department transitions to stabilized working arrangements, appropriate workplace environments, addressing technology, security and equipment needs will be important in maintaining operational effectiveness. Recognizing that there will be a continuing need for ISED office facilities and equipment, office accommodation services will continue its ongoing planning for workplace modernization by implementing the Government of Canada GCworkplace Fit-up Standards and associated provisions for workplace accessibility within the built environment, COVID-19 safety measures, and reconfiguration of office environments to accommodate the evolving mix of a hybrid workforce. 2022–23 will see the implementation of GCworkplace in three large projects and the planning for projects to be implemented the following fiscal year as per ISED’s 5-year Workplace Modernization Plan.

With a commitment to innovation and continuous improvement for financial stewardship, in 2022–23 ISED will pursue several initiatives to ensure that the Department operates in line with best practices. This will include measures to mitigate the risks introduced by the significant infusion of resources received through the Fall Economic Statement and Budget 2021. The focus will be on ensuring sufficiently robust financial management governance to mitigate the possibility of lapsed funding or missed opportunities for potential high-impact investments. For example, the continued roll-out of a modernized and standardized approach to the management of Grants and Contributions programs—including the planned replacement of its Contribution Management Information System—will leverage synergies with other enterprise-initiatives and facilitate efficiency, due diligence, transparency and accountability. Moreover, in 2022–23 ISED will: implement a fraud risk framework; complete the final stage of its Procurement Process Modernization Initiative to fully transition to an electronic approval process for invoicing and contracting; and advance the modernization of financial management functions to optimize the service delivery in sectors while increasing overall stewardship and efficiency. These efforts will be supported by actions in 2022–23 and beyond to strengthen internal financial expertise and talent.

Reflecting its commitment to respond to evolving Government-wide policy commitments and requirements, ISED will continue implementation of greening government initiatives within its purview, including modernization of fleets to near-zero emission standards, and continuing to

invest in greener technologies to decrease the GHG emissions in the Department’s real property holdings to reach the net-zero emissions target by 2050.

In 2022–23, ISED will continue supporting experimentation across the Department. Working through its Design and Experimentation Centre of Expertise, a priority for 2022–23 will be to leverage its Service Inventory to identify persistent external service problems and to use human-centered design and experimentation methods to solve them.

Inclusive and Healthy: Guided by its core values and ethics, ISED provides a positive and healthy work environment. It demonstrates a commitment to long-term health and a sustainable future by embracing diversity, tolerance and acceptance, encouraging teamwork, and being inclusive in its decision making.

ISED is taking a deliberate approach to building a diverse, equitable, accessible and inclusive department. By putting anti-racism, equity, inclusion, and accessibility at the top of the management agenda, establishing the right governance structures to achieve goals, and developing comprehensive plans and resourcing them accordingly, ISED is setting the foundation to enable true culture change throughout the Department. This will ensure that ISED not only recruits diverse people, but retains and promotes them. Key measures to advance these objectives include: leadership and engagement by the [newly appointed Chief Equity and Inclusion Officer](#),^{lxx} who will work to ensure diversity and inclusion considerations are incorporated in internal- and external-facing policies, programs and services; and development of an Inclusion Index and Performance Measurement Framework to plan and track progress on diversity and inclusion within the Department.

ISED will continue to draw on the very important work of its champions and internal networks, including the diversity and inclusion network, the Public Service Pride and LGBTQ2+ network, Persons with Disabilities, the Indigenous Employees and the Black Employees networks, in the accomplishment of this work. These efforts will serve to mitigate the risk that ISED will not be able to support an inclusive work environment that allows every employee to fully contribute while balancing employee well-being and mental health, inclusion and accessibility.

ISED is committed to modelling the spirit of the *Accessible Canada Act* to work towards a more accessible environment for everybody, especially for people with disabilities. Accessible culture change begins with training all ISED employees on how to identify, remove, and prevent barriers to accessibility. ISED will continue to offer initiatives like the mandatory Accessibility Matters training, and programs like the Accessibility Ambassadors Program and the Accessibility Feedback Panel to ensure that ISED employees can easily get advice about implementing accessible practices in ISED programs and services from people with disabilities and their allies.

The protection and promotion of the mental health, safety and well-being of employees remains an important focus for ISED. This has been made all the more urgent and significant by the

continuing impacts and implications of COVID-19, and the resulting stresses associated with both immediate and longer-term changes in work arrangements, settings and processes. The Department will continue implementation of ISED’s 2021–2024 Psychological Health and Safety Strategy and Action Plan, in line with the ISED Charter on Work/life Balance and Integration. In addition, ISED will continue to implement changes in response to the new requirements of the Workplace Harassment and Violence Prevention Policy and Regulations, which came into force in January 2021, including a policy guide and continuation of mandatory training and awareness sessions.

ISED will also continue to place strong emphasis on skills, processes and capacities to maintain healthy, safe and supportive work environments for all that is adapted to the new working realities facing employees and managers. In 2022–23, the [Office of the Ombud for Mental Health and Employee Well-Being](#)^{lxxi} at ISED will continue to deliver on strategies, including new training, workshops and professional coaching services, to proactively support employees and managers. The Ombud’s Office will also evaluate a pilot project for a Workplace Mental Health Leadership Certificate Program in support of employee mental health. Among other continuing measures to prevent and respond to workplace-associated mental health and safety issues, ISED will continue to promote its Employee Assistance Program (EAP) offerings, including the LifeSpeak wellness platform. In 2022-23, the Ombud’s Office will conduct a client satisfaction survey of EAP.

The Canadian Innovation Centre for Mental Health in the Workplace, a government-wide initiative led and managed by ISED’s Ombud’s Office and providing services to several departments, will continue to empower and equip employees and managers across the public service in support of the [Federal Public Service Workplace Mental Health Strategy](#).^{lxxii} The Centre’s upcoming programming will align with pan-public service return to the workplace and Future of Work plan discussions and initiatives, and will support the Clerk of the Privy Council’s Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service.

In 2022–23 ISED will continue to promote and support the active use of official languages in Departmental settings and processes, particularly in bilingual regions. This will include continued implementation of ISED’s Official Languages (OL) Action Plan for 2021–2024, complemented by actions to gradually raise the linguistic profile of all supervisory and managerial positions in bilingual regions.

Equipped and Capable: ISED builds capabilities to match ambitions and equips itself for excellence. It has a relentless focus on its people and never compromises on the talent it brings in. ISED ensures employees have the right structure, tools and technologies to innovate, be creative and excel in their jobs.

Recognizing that strong people management practices are vital for ISED’s success, the Department will continue to build a competent, empowered and equipped workforce backed by

investments in innovative tools, technologies and processes to meet the demands and challenges of a sophisticated and rapidly evolving work environment.

Measures to strengthen staff recruitment and retention efforts will include: workshops where leaders can articulate the level of support they require; talent sources for student hiring in pre-selected entry-level positions; creation of external partnerships for in-demand talent communities; further development of standardized job descriptions for common streams; and enhancement of onboarding for new employees. In addition, ISED will support high-performing leaders in developing key characteristics and mindsets that will allow ISED to continue to be an effective, agile and innovative organization.

Internally, in 2022–23 ISED will work to centralize and improve the availability, timeliness and integrity of HR data and analytics. This will seek to support decision making by providing leaders with current data on but not limited to: timely pay for employees, employment equity and diversity and inclusion performance measurement metrics and self identification, and the overall employee experience.

To allow ISED to support a data-driven culture and to allow smart business decisions in identifying future needs and opportunities, the Department will continue with its phased implementation of a Departmental Data Strategy. This will focus on building a data culture within ISED that will be supported by: investments in data skills and talent; development of a data quality framework to improve reusability of data and improve trust; building of data standards to improve collaboration and interoperability; and implementation of Departmental data governance policy to clarify roles and responsibilities for data decisions. Innovations will include exploration of how AI can be used ethically and responsibly to leverage ISED's data assets.

A major focus of efforts in 2022–23 and beyond will be investing in Information Management/Information Technology (IM/IT) to respond to the evolving nature, patterns and demands of work, particularly post COVID-19. The Department will conduct a three-year planning assessment of ISED's needs in the digital sphere. This will identify needed investments in bandwidth consumption and digital tools to meet future work requirements. The Department will further expand its Government of Canada Secret Infrastructure and related tools (e.g. Video for Senior Officials) that will be accessible across ISED offices. In addition, ISED will continue to enhance its cybersecurity posture through the adoption of multifactor authentication across ISED IT Systems and enhancing cyber threat detection and response capabilities through talent development and the modernization of cyber defence mechanisms.

In 2022–23, ISED will continue with its Workload Migration initiative, modernizing its applications and migrating them to the cloud or to a new Shared Services Canada (SSC) data centre. This will mitigate risks associated with ISED's aging IT, while continuing to modernize

the efficiency, accessibility, reliability and security of the Department’s digital capabilities and data assets. ISED’s target is to migrate 35% of all applications to Cloud by the end of 2022–23.

The communications function plays an increasingly vital role in fulfilling ISED’s mandate for Canadians. Since the pandemic, the nature of communications has changed, with more complex issues, increased demand and expectations, more in-person hybrid / virtual events, and the need to play a greater horizontal role. With the goal of being a respected and trusted strategic communications partner, in 2022–23 ISED will take actions to strengthen collaboration both internally and externally within the Government of Canada, and to leverage partnerships. It will also move toward more proactive operations on key issues and files.

ISED will continue to strengthen its governance structure by ensuring its strategic priorities are being considered by the appropriate committees at the right time. In particular, new governance bodies have been introduced to support the development and rollout of the Government of Canada’s and ISED’s priorities related to diversity and inclusion and return to the workplace / future of work. Ongoing efforts in the upcoming year will seek to ensure that there is alignment and accountability among all levels of departmental governance to inform decision-making and achieve departmental priorities while ensuring that horizontal, departmental wide approaches are adopted.

Planned budgetary spending for internal services

The following table shows, for internal services, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
\$182,292,791	\$182,292,791	\$174,149,797	\$173,435,717

Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
1,672	1,657	1,652

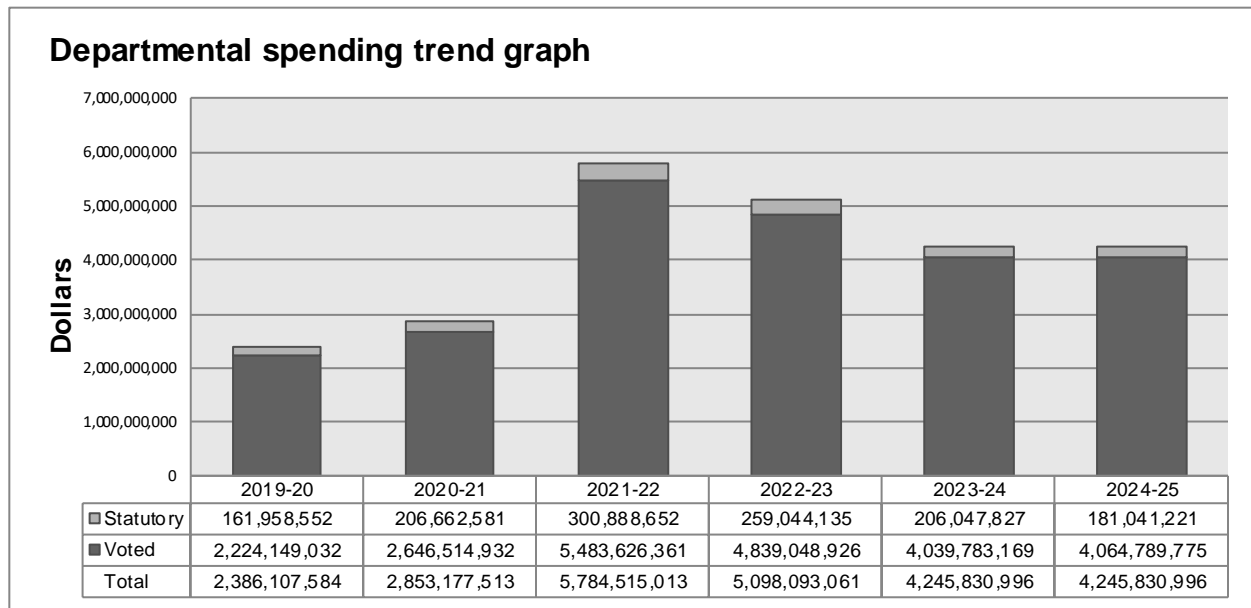
Planned spending and human resources

This section provides an overview of the Department’s planned spending and human resources for the next three fiscal years and compares planned spending for 2022–23 with actual spending for the current year and the previous year.

Planned spending

Departmental spending 2019–20 to 2024–25

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



Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of ISED’s core responsibilities and for its internal services for 2022–23 and other relevant fiscal years.

Core responsibilities and internal services	2019–20 actual expenditures	2020–21 actual expenditures	2021–22 forecast spending	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
Companies, Investment and Growth (Note 1)	\$1,287,562,884	\$1,750,970,521	\$2,054,848,073	\$3,099,017,667	\$3,099,017,667	\$2,970,919,391	\$2,642,058,473
People, Skills and Communities (Note 2)	\$212,440,699	\$332,246,770	\$710,625,106	\$1,387,077,047	\$1,387,077,047	\$972,377,203	\$605,924,887
Science, Technology and Commercialization (Note 3)	\$710,063,274	\$579,415,137	\$579,101,079	\$1,116,127,508	\$1,116,127,508	\$980,646,670	\$824,411,919
Subtotal	\$2,210,066,857	\$2,662,632,427	\$3,344,574,258	\$5,602,222,222	\$5,602,222,222	\$4,923,943,264	\$4,072,395,279
Internal services (Note 4)	\$176,040,727	\$190,545,086	\$209,296,689	\$182,292,791	\$182,292,791	\$174,149,797	\$173,435,717
Total	\$2,386,107,584	\$2,853,177,513	\$3,553,870,947	\$5,784,515,013	\$5,784,515,013	\$5,098,093,061	\$4,245,830,996

Note 1: Variance between previous years results and planned spending is related to the new funding announced in Budget 2021 for the Pan-Canadian Artificial Intelligence Strategy as well as the National Quantum Strategy for the Innovation Superclusters Initiative. It is also related to the funding received for the Tourism Relief Fund, CanCode 3.0, Mitacs Inc., Digital Skills for Youth, Computers for Schools Intern program, Upskilling for Industry Initiative, Innovative Solutions Canada and the Net Zero Accelerator initiative. In addition, as part of Budget 2021, permanent funding to enhance competition enforcement and promotion in the digital economy was received.

Decreases in future years can be explained by the variation in funding profiles for the Innovative Solutions Canada, the New Generation of Wireless Technology (5G) and the Innovation Superclusters. In addition, certain programs such as CanCode 3.0 and Let’s Talk Science are planned to end in 2023–24.

Note 2: Variance between previous years results and planned spending is related to the funding that was announced as part of the 2020 Fall Economic Statement for the Black Entrepreneurship Program: Loan Fund and the Diverse and Inclusive Economy Program. Budget 2021 also announced funding for the Women Entrepreneurship Strategy, the Canada Digital Adoption Program – Grow Your Business Online, the Small Business and Entrepreneurship Development Program, as well as the funding received for the Universal Broadband Fund.

Decreases in future years can be explained by the winding down of the Connect to Innovate program, for which the funding is planned to end in 2022–23, and the variation in the funding profiles of various contributions programs, such as UBF

Note 3: Variance between previous years results and planned spending is related to the funding announced in Budget 2021, mainly under the Pan-Canadian Artificial Intelligence Strategy for the Canadian Institute for Advanced Research, the National Artificial Intelligence Institutes and for dedicated computing capacity in Artificial Intelligence. Budget 2021 also announced new funding under the Biomanufacturing and Life Sciences Strategy for Canada Foundation for Innovation, Stem Cell Network and adMare BioInnovations.

Decreases in future years can be explained by the winding down of funding under several programs such as the Digital Research Infrastructure Strategy, CANARIE Inc, the Perimeter Institute for Theoretical Physics and the Institute for Quantum Computing.

2022–23 budgetary gross and net planned spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2022–23.

Core responsibilities and internal services	2022–23 gross planned spending	2022–23 planned revenues netted against spending	2022–23 planned net spending
Companies, Investment and Growth	\$3,367,267,404	\$268,249,737	\$3,099,017,667
People, Skills and Communities	\$1,387,077,047	-	\$1,387,077,047
Science, Technology and Commercialization	\$1,116,127,508	-	\$1,116,127,508
Subtotal	\$5,870,471,959	\$268,249,737	\$5,602,222,222
Internal services	\$212,370,791	\$30,078,000	\$182,292,791
Total	\$6,082,842,750	\$298,327,737	\$5,784,515,013

ISED's 2022–23 Budgetary Planned Gross Spending is \$6.1B, which includes \$298M in vote netted revenues, accounting for total planned net spending of \$5.8B.

The ISED vote netted revenue authorities are those referred to in paragraph 29.1(2)(a) of the *Financial Administration Act* (i.e. revenue received by the department in a fiscal year through the conduct of its operations, which the department is authorized to expend in order to offset expenditures incurred in that fiscal year) from the following sources:

- a) the provision of internal support services under section 29.2 of that Act, and the provision of internal support services;
- b) activities and operations related to communications research;
- c) services and insolvency processes under the *Bankruptcy and Insolvency Act*;
- d) activities and operations carried out under the *Canada Business Corporations Act*, the *Boards of Trade Act*, the *Canada Cooperatives Act* and the *Canada Not-for-profit Corporations Act*; and
- e) services and regulatory processes for mergers and merger-related matters, including pre-merger notifications, advance ruling certificates and written opinions, under the *Competition Act*.

Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of ISED’s core responsibilities and for its internal services for 2022–23 and the other relevant years.

Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021–22 forecast full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Companies, Investment and Growth (Note 1)	3,528	3,594	3,764	4,039	4,042	4,028
People, Skills and Communities (Note 2)	80	101	161	193	159	132
Science, Technology and Commercialization (Note 3)	86	86	99	104	104	95
Subtotal	3,781	4,024	4,336	4,039	4,042	4,028
Internal services	1,572	1,554	1,674	1,672	1,657	1,652
Total	5,266	5,336	5,698	6,008	5,962	5,907

Note 1: Variance in FTE between previous years and future years is related to the implementation of the Net Zero Accelerator, Canada Digital Adoption Program – Boost Your Business Technology and Pan-Canadian Artificial Intelligence Strategy, the Clean Growth Hub, Clean Technology Data Strategy and Climate Lens initiative, the implementation of the Competition Law Enforcement Modernization, the Upskilling for Industry Initiative and the Zero Emissions Vehicles.

Note 2: Variance in FTE between previous years and future years is related to the implementation of the Universal Broadband Fund.

Note 3: Variance in FTE between previous years and future years is related to the implementation of the National Quantum Strategy, which is planned to end in 2023–24.

Estimates by vote

Information on ISED’s organizational appropriations is available in the [2022–23 Main Estimates](#).^{lxxiii}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of ISED's operations for 2021–22 to 2022–23.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts 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 with the requested authorities, are available on ISED's [website](#).^{lxxiv}

Future-oriented condensed statement of operations for the year ending March 31, 2023 (dollars)

Financial information	2021–22 forecast results	2022–23 planned results	Difference (2022–23 planned results minus 2021–22 forecast results)
Total expenses	\$3,718,194,932	\$5,907,675,654	\$2,189,480,722
Total revenues	\$251,513,358	\$270,230,737	\$18,717,379
Net cost of operations before government funding and transfers	\$3,466,681,574	\$5,637,444,917	\$2,170,763,343

Note: On August 12, 2021, pursuant to Order in Council 2021-0839/0849, the Federal Economic Development Agency for Northern Ontario (FedNor) became a standalone agency. As such, forecasted expenses attributed to FedNor from the effective date are not reflected in this Future-Oriented Statement of Operations.

The expected increase in total expenses year-over-year is mainly attributable to increases in transfer payments, particularly for the Universal Broadband Fund, the Strategic Innovation Fund, the Canada Digital Adoption Program, the Canada Foundation for Innovation and the Digital Research Infrastructure Strategy.

Total revenues (net of those earned on behalf of the Government) are projected to increase year over year as the Canadian Intellectual Property Office's revolving fund expects to collect higher revenues due to new patent fees, increased requests for examination as well as higher volumes in other fees and filings.

Corporate information

Minister of Innovation, Science and Industry

The Honourable François-Philippe Champagne, P.C., M.P.

Minister of International Trade, Export Promotion, Small Business and Economic Development

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

Minister of Tourism, Associate Minister of Finance

The Honourable Randy Boissonnault, P.C., M.P.

Minister of Rural Economic Development

The Honourable Gudie Hutchings, P.C., M.P.

Institutional head:

Simon Kennedy

Ministerial portfolio:

[Innovation, Science and Economic Development](#)^{lxxv}

Enabling instrument(s):

Innovation, Science and Economic Development Canada's founding legislation is the [Department of Industry Act](#), S.C. 1995, c.1.^{lxxvi}

Year of incorporation / commencement:

1892

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

Information on ISED's raison d'être, mandate and role is available on ISED's [website](#).^{lxxvii}

Information on ISED's mandate letter commitments is available in the [Ministers' mandate letters](#).^{lxxviii}

Operating context

Over the course of the previous year, Canada made substantial progress in overcoming the economic impact of the COVID-19 pandemic, due in large part, to the Government's action to provide immediate relief measures, such as liquidity supports and economic recovery programming. As of fall 2021, employment has nearly returned to pre-COVID-19 levels, and Canada's GDP is on track to return to its pre-pandemic level in early 2022. It bears consideration that some sectors and groups are still struggling.

Over the course of 2022–23, ISED will continue to work to meet its mandate to improve conditions for investment, support science, help small and medium-sized businesses grow, build capacity for clean and sustainable technologies and processes, increase Canada's share of global trade, promote tourism, and build an efficient, fair and competitive marketplace.

Given the pressures and the changing landscape that the COVID-19 pandemic has created, now more than ever is the time to organize around the right mechanisms to support both industry and the Canadian workforce through an uncertain recovery, where many transformational changes, such as remote working and disruptive supply chains, may prove long-term. A deeper focus on Canada's growth opportunities and investments in core areas of Canadian strength are needed to shape the way forward.

A renewed industrial approach to support sectoral transformation and economic growth while achieving broader ambitions—a greener, more inclusive, more technologically-enabled, and more resilient industry—is the pathway to good and lasting jobs and economic success at this uncertain time.

Harnessing the transformational power of digital and data will represent a defining area for action and for building competitive advantages across sectors that traditionally comprise the Canadian economy. From digital adoption through complete rethinking of supply chains thanks to automation, all sectors will need to adapt to the myriad of ways that digital and data are changing how business is done. Identifying the right fit of agile and responsive instruments to determine industry needs and meet these needs in the Canadian workforce will be a long-term focus for the department.

Work will continue throughout 2022–23 to advance and deliver on Budget 2021 initiatives as part of the Government's strategic plan for Canada's long-term economic growth, which included over \$20B in new funding for ISED and the Portfolio. This included significant funding to existing programs such as the SIF, including its NZA, in addition to renewed initiatives, such as CanCode, the Clean Growth Hub, the Clean Technology Data Strategy, and work-integrated learning (Mitacs).

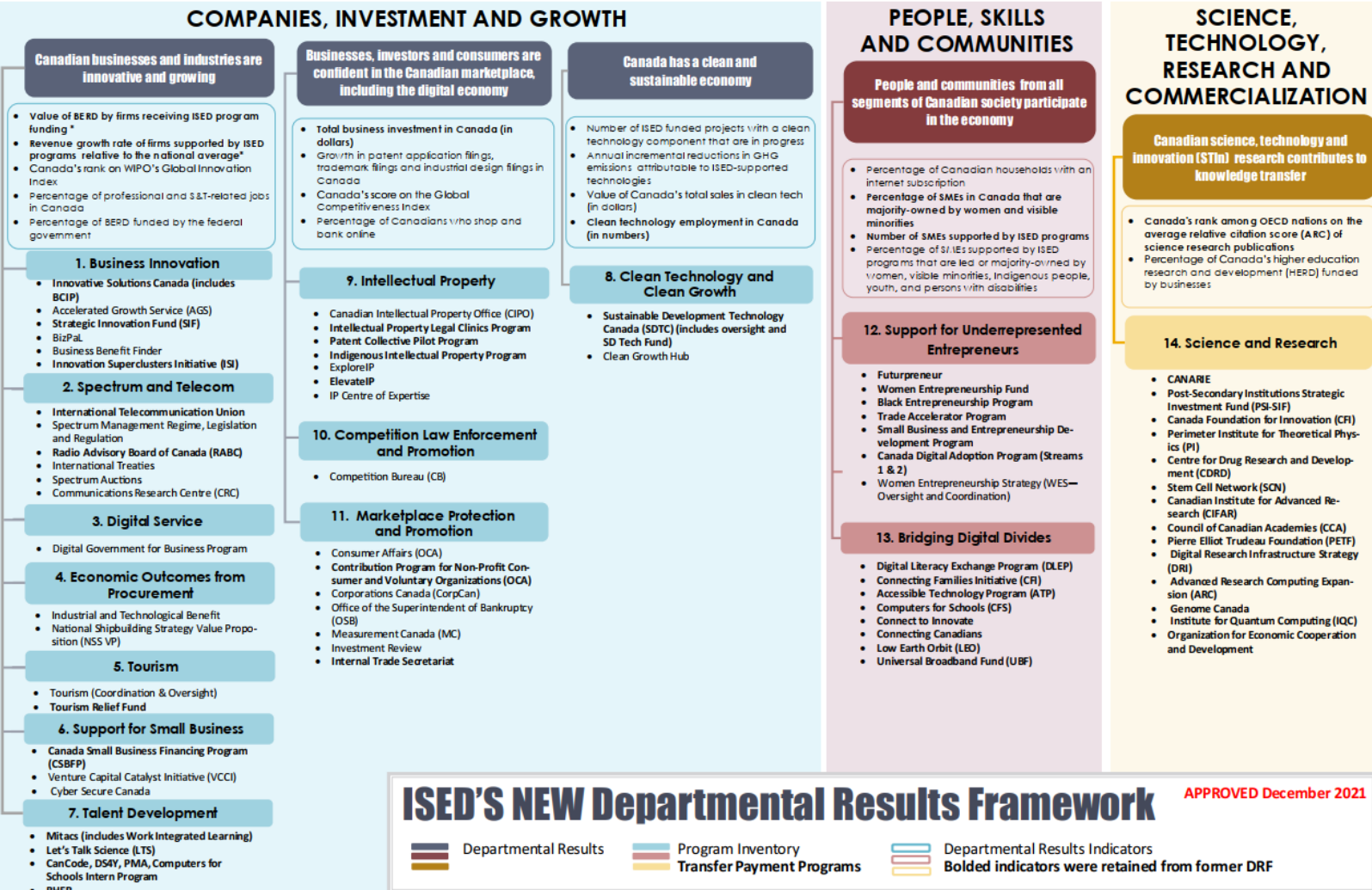
New initiatives were also included to respond to the needs of today and tomorrow, including Canadian Strategies focused on advanced technologies (e.g., AI, quantum, genomics), initiatives focused on upskilling and redeploying talent for industry needs, unlocking the economic potential of IP and approaches to data-driven issues, and overseeing new regulations for large digital companies.

Building the resilience and fuelling the growth of Canada's economy as part of post-COVID-19 recovery involves strategic and priority investments to address climate change and supply chain challenges, to further support innovation, research and commercialization, and to make progress on inequality, representation, and inclusion. ISED will also work with industry and other partners

to build on these investments to ensure that Canada is well positioned at this pivotal time to finish the fight against COVID-19 and leverage industrial transformation to achieve a resilient, inclusive and low-carbon economic future for Canada and Canadians.

Reporting framework

ISED’s approved departmental results framework and program inventory for 2022–23 are as follows.



Changes to the approved reporting framework since 2021–22

Structure	2022–23	2021–22	Change	Reason for change
CORE RESPONSIBILITY	Companies Investment and Growth	Companies Investment and Growth	No change	Not applicable.
PROGRAM	Business Innovation	Business Innovation	No change	Not applicable.
PROGRAM	Spectrum and Telecommunications	Spectrum and Telecommunications	No change	Not applicable.
PROGRAM	Digital Service	Digital Service	No change	Not applicable.
PROGRAM	Economic Outcomes from Procurement	Economic Outcomes from Procurement	No change	Not applicable.
PROGRAM	Tourism	Tourism	No change	Not applicable.
PROGRAM	Support for Small Business	Support for Small Business	No change	Not applicable.
PROGRAM	Talent Development	Talent Development	No change	Not applicable.
PROGRAM	Intellectual Property	Intellectual Property	No change	Not applicable.
PROGRAM	Competition Law Enforcement and Promotion	Competition Law Enforcement and Promotion	No change	Not applicable.
PROGRAM	Clean Technology and Clean Growth	Clean Technology and Clean Growth	No change	Not applicable.
PROGRAM	Marketplace Protection and Promotion	Marketplace Protection and Promotion	No change	Not applicable.
CORE RESPONSIBILITY	People, Skills and Communities	People, Skills and Communities	No change	Not applicable.
PROGRAM	Support for Underrepresented Entrepreneurs	Support for Underrepresented Entrepreneurs	No change	Not applicable.
PROGRAM	Bridging Digital Divides	Bridging Digital Divides	No change	Not applicable.
PROGRAM	Not applicable.	Economic Development in Northern Ontario	Program ended	FedNor became a separate agency. Program was removed from ISED's inventory.
CORE RESPONSIBILITY	Science, Technology, Research and Commercialization	Science, Technology, Research and Commercialization	No change	Not applicable.
PROGRAM	Science and Research	Science and Research	No change	Not applicable.

Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to ISED's program inventory is available on [GC Infobase](#).^{lxxxix}

Supplementary information tables

The following supplementary information tables are available on ISED's [website](#).^{lxxx}

- ▶ United Nations 2030 Agenda and the Sustainable Development Goals
- ▶ Departmental Sustainable Development Strategy/Reporting on Green Procurement
- ▶ 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.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).^{lxxxix} 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 Plus.

Organizational contact information

Mailing address

Corporate Management Sector
Innovation, Science and Economic Development Canada
235 Queen Street
2nd Floor, East Tower
Ottawa, ON K1A 0H5

Fax: 613-954-2340

Email: ic.info-info.ic@ised-isde.gc.ca

Website: <http://www.ic.gc.ca/eic/site/icgc.nsf/eng/home>^{lxxxii}

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 document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

departmental result (résultat ministériel)

A change that a department seeks to influence. 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 performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

experimentation (expérimentation)

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision making and improve outcomes for Canadians. Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new

mobile application to communicate with Canadians can be an innovation; systematically testing the new application and comparing it against an existing website or other tools to see which one reaches more people, 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 Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2022–23 Departmental Plan, government-wide priorities are the high-level themes outlining the Government’s agenda in the 2021 Speech from the Throne: **protecting Canadians from COVID-19; helping Canadians through the pandemic; building back better—a resiliency agenda for the middle class; and the Canada we’re fighting for.**

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.

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 a department and that focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned 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.

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

- ⁱ Business Benefits Finder, https://innovation.isde-isde.canada.ca/s/?language=en_CA
- ⁱⁱ Accelerated Growth Service, <https://www.ic.gc.ca/eic/site/117.nsf/eng/home>
- ⁱⁱⁱ Digital Industries, [https://www.ic.gc.ca/eic/site/098.nsf/vwapj/ISED_C_Digital_Industries.pdf/\\$file/ISED_C_Digital_Industries.pdf](https://www.ic.gc.ca/eic/site/098.nsf/vwapj/ISED_C_Digital_Industries.pdf/$file/ISED_C_Digital_Industries.pdf)
- ^{iv} BizPal, <https://www.bizpal.ca/>
- ^v Canada Small Business Financing Program, <http://www.ic.gc.ca/eic/site/csbf-pfpec.nsf/eng/Home>
- ^{vi} Venture Capital Catalyst Initiative, https://www.ic.gc.ca/eic/site/061.nsf/eng/h_03052.html
- ^{vii} Intellectual Property Strategy, <https://www.ic.gc.ca/eic/site/108.nsf/eng/home>
- ^{viii} ExploreIP, <https://ised-isde.canada.ca/ipm-mcpi/?lang=en>
- ^{ix} Business Accelerators and Incubators, https://www.ic.gc.ca/eic/site/061.nsf/eng/h_03045.html
- ^x Strategic Innovation Fund, <https://www.ic.gc.ca/eic/site/125.nsf/eng/home>
- ^{xi} Innovation Superclusters Initiative, <https://www.ic.gc.ca/eic/site/093.nsf/eng/home>
- ^{xii} Roadmap to Net-Zero-Carbon Concrete, <https://www.ic.gc.ca/eic/site/icgc.nsf/eng/07730.html>
- ^{xiii} The Government of Canada and STEM, <https://ised-isde.canada.ca/site/choose-science/en/government-canada-and-stem>
- ^{xiv} Spectrum Outlook 2018 to 2022, <https://www.ic.gc.ca/eic/site/smt-gst.nsf/eng/sf11403.html>
- ^{xv} Communications Research Centre Canada, <https://www.ic.gc.ca/eic/site/069.nsf/eng/home>
- ^{xvi} Radio Advisory Board of Canada, <https://www.rabc-ccrc.ca/>
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