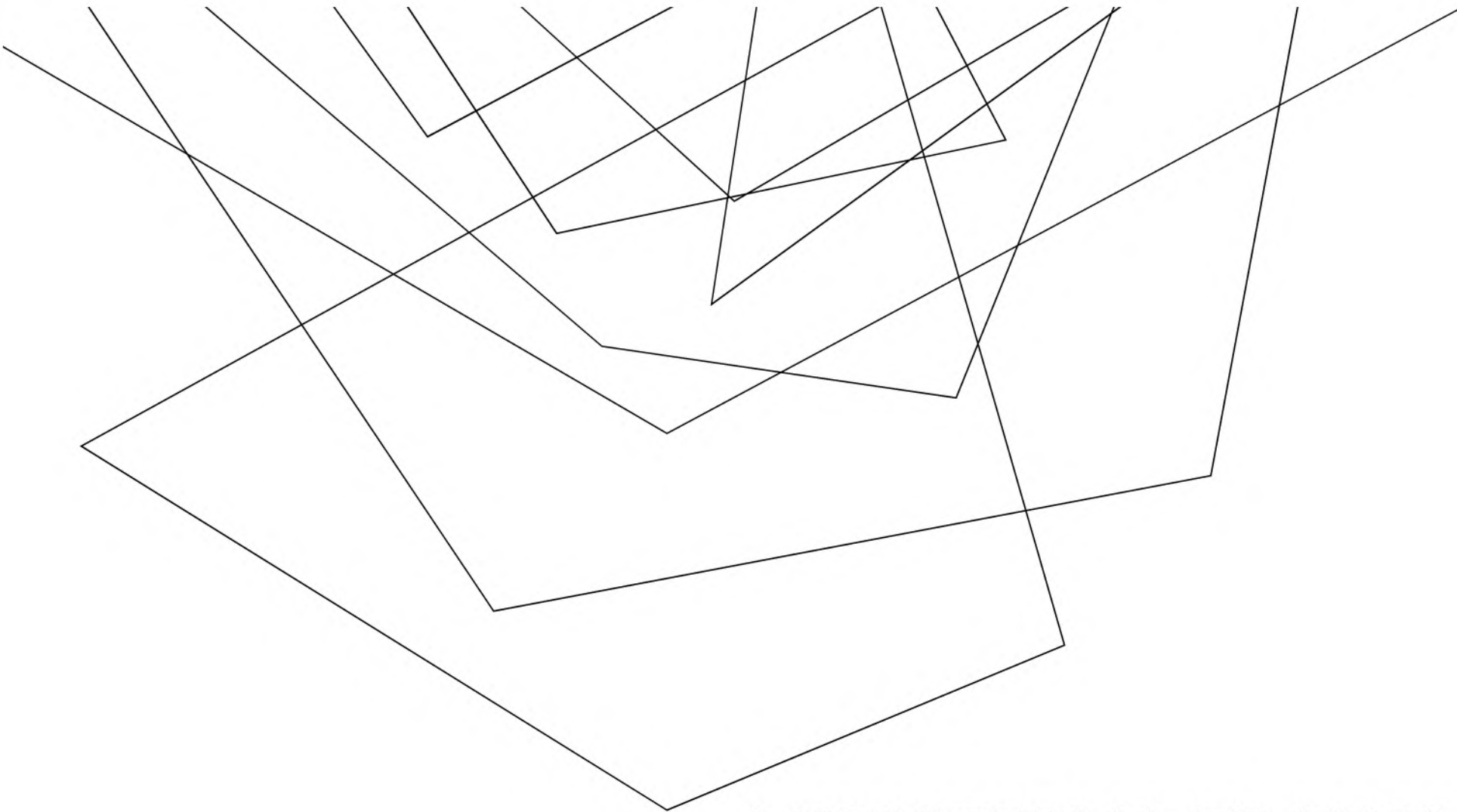




# MINISTERIAL TRANSITION BOOK

## OCTOBER 2021

### MINISTER OF RURAL ECONOMIC DEVELOPMENT



Innovation, Science and  
Economic Development Canada

Innovation, Sciences et  
Développement économique Canada

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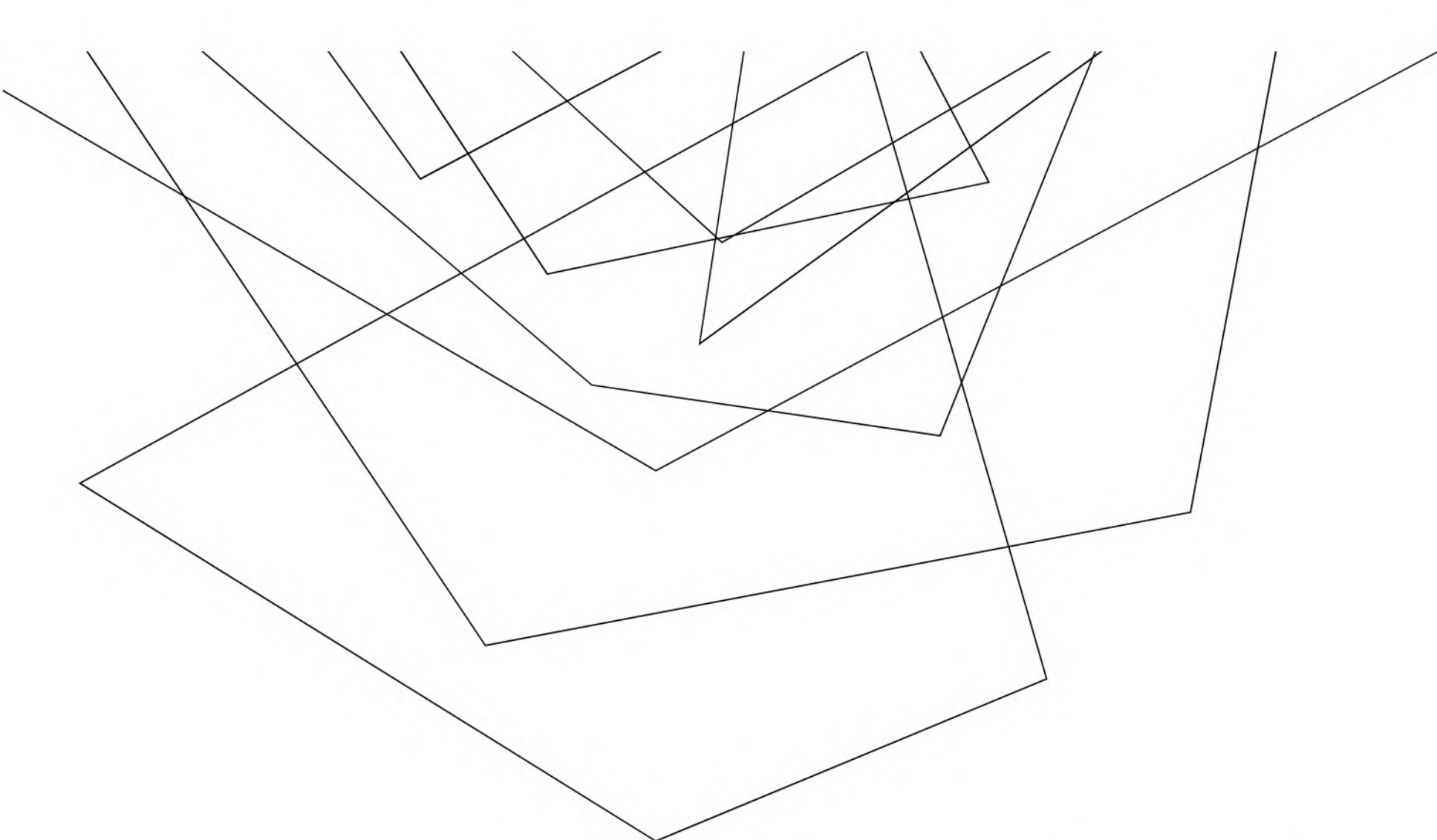
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# WELCOME MINISTER



Innovation, Science and  
Economic Development Canada

Innovation, Sciences et  
Développement économique Canada





# WELCOME MINISTER

Congratulations on your appointment and welcome as the new **Minister of Rural Economic Development**.

As Minister, you have an important responsibility to support and champion the interests of rural Canadians and communities, to position Canada for success in a changed, and ever-changing, global economy. You are representing rural Canadians at a time when government action is central to mitigating the extraordinary economic impacts of the COVID-19 pandemic on businesses and citizens, and positioning Canada and the Canadian economy to be more resilient, digitally-enabled, and green.

The **Department of Innovation, Science and Economic Development (ISED)** is here to assist you in delivering on your mandate, especially as it relates to supporting access to high-speed broadband for all Canadians, particularly those in rural areas. The **Department of Infrastructure Canada** also plays a key role in supporting you given its existing expertise on rural issues. ISED and Infrastructure Canada officials will work together to provide coordinated advice and support to you in your new role.

As **Deputy Minister**, I will assist in providing integrated lines of advice from across ISED and the Portfolio. ISED and the Portfolio support four ministers, who jointly work to support economic growth across Canada, for all Canadians and Canadian firms.





## WELCOME MINISTER (CONT'D)

In the context of the global COVID-19 pandemic, ISED and the Portfolio acted to support the needs of Canadians and Canadian firms to deal with the unprecedented public health and economic impacts of the pandemic.

ISED and the Portfolio realigned departmental efforts to help Canadians and Canadian firms by leveraging new and adapted tools, including by supporting **access to internet for rural and remote Canadians through the Universal Broadband Fund and by working with organizations to improve the ability for rural and remote communities, Indigenous Peoples, low income, and vulnerable Canadians to gain access to high-speed internet.** ISED and the Portfolio continue to work on relief measures to support Canadian firms and support the overall economy in dealing with the impacts of the pandemic in the short-term.

On April 19, 2021 the government delivered a major Budget which included over \$20B in new funding for ISED and its portfolio organizations. This included significant new funding to further support economic recovery for Canadians and Canadian businesses across Canada. The Budget included **\$1 billion in additional funding for the Universal Broadband Fund**, to further accelerate progress in reaching all Canadians. Work is ongoing to advance and deliver on initiatives announced in Budget 2021.



## WELCOME MINISTER (CONT'D)

The election platform outlined commitments to support a more resilient economy and a cleaner, greener future. We look forward to working with you to support you to achieve your priorities related to rural economic development, including through broadband programming. This will include implementation of the Universal Broadband Fund and ensuring that all Canadians, no matter where they live, have access to high-speed internet.

The following package is designed to provide you with an overview of ISED and the Portfolio's organizational structure and diverse work as they relate to your mandate. We look forward to briefing you on specific issues and files especially concerning broadband programming in the coming days and weeks.

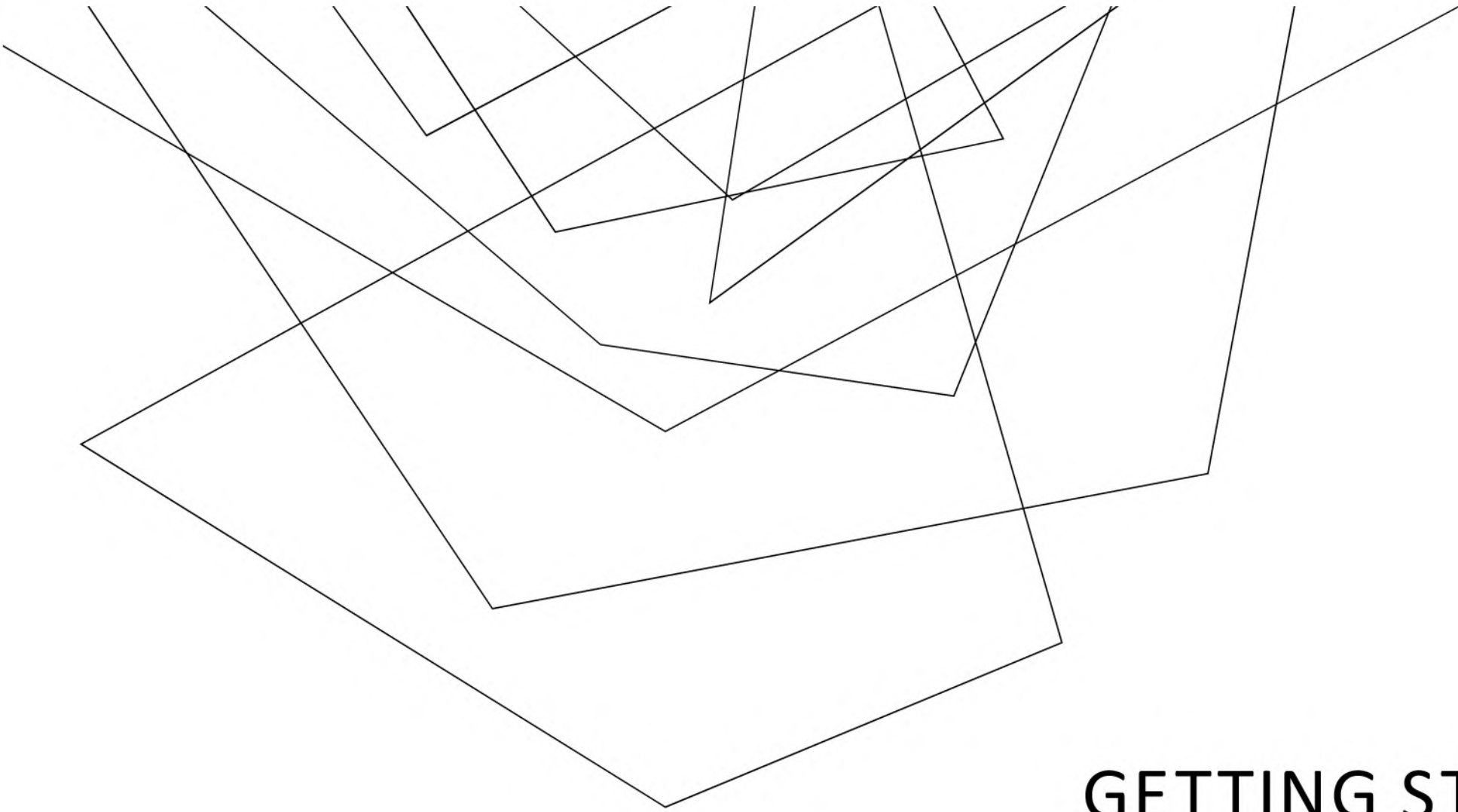
ISED and the Portfolio wish you the very best as you embark on your role, and stand ready to help advance the Government's mandate and support your vision for a prosperous future for Canada's rural regions.

As your Deputy Head, I welcome you to your new role and offer the full support of the Department and the entire Portfolio.

**Simon Kennedy**  
Deputy Minister



# GETTING STARTED: THE FUNDAMENTALS







# PURPOSE

## OVERVIEW

Provide an overview of the mandate and structure of the Portfolio

## PARTNERS

Provide a brief overview of portfolio heads and mandates



RAISON D'ÊTRE

Innovation, Science and Economic Development Canada (ISED) and the Portfolio work with Canadians in all areas of the economy and in all parts of the country to improve conditions for investment, enhance Canada's innovation performance, increase Canada's share of global trade, and build a fair, efficient, and competitive marketplace.

MANDATE

ISED is responsible for the government's micro-economic policy agenda, aiming to foster a growing, competitive, and knowledge-based Canadian economy. It helps create the conditions for Canadian businesses to grow, innovate, and expand so they can create jobs and wealth for Canadians. It also supports scientific research and the integration of scientific considerations into investment and policy choices, and helps small businesses grow through trade and innovation and promotes increased tourism in Canada.

LEADERSHIP

ISED is the federal institution that forms the core of the Innovation, Science and Economic Development Portfolio.

MANDATE OF ISED AND  
THE PORTFOLIO





# STRUCTURE OF THE ISED PORTFOLIO

## DEPARTMENT

Ministers are accountable to the Prime Minister and Parliament for all organizations in their portfolio, including policy, program, and management issues

**Innovation, Science and  
Economic Development  
(supporting all ISED Ministers)**

## AGENCIES

**Statistics Canada**

**Canadian Space Agency**

### OUTSIDE PORTFOLIO:

**REGIONAL DEVELOPMENT AGENCIES  
(under separate ministers)**

Atlantic Canada Opportunities Agency

Canada Economic Development for Quebec  
Regions

Federal Economic Development Agency for  
Northern Ontario

Federal Economic Development Agency for  
Southern Ontario

Prairies Economic Development Canada

Pacific Economic Development Canada

Canadian Northern Economic Development Agency

## CROWN CORPORATIONS

Independent;  
Chairperson of Board  
reports to Minister

**Destination Canada**

**Standards Council of  
Canada**

**Business Development  
Bank of Canada**

## COUNCILS

Specialized; Deputy Head  
reports to Minister

**Natural Sciences and  
Engineering Research  
Council of Canada**

**National Research  
Council Canada**

**Social Sciences and  
Humanities  
Research Council of Canada**

## QUASI-JUDICIAL TRIBUNALS

Make decisions and hear  
appeals at arm's length from the  
government following  
quasi-judicial processes

**Competition Tribunal**

**Copyright Board Canada**

## QUASI-JUDICIAL TRIBUNAL ADMINISTERED THROUGH OTHER PORTFOLIO

Organization responsible for the  
implementation of objectives set  
out in the *Telecommunications Act*

**Canadian Radio-television and  
Telecommunications Commission**

## ASSOCIATED ORGANIZATIONS

Government selects board  
member(s); in whole or  
part funded by ISED  
agreement

Canada Foundation for  
Innovation

Council of Canadian  
Academies

Pierre Elliott Trudeau  
Foundation

Sustainable Development  
Technology Canada

Genome Canada\*

\*Minister does not  
appoint board  
members





## BIOGRAPHIES OF THE ISED DEPUTY MINISTERS



### SIMON KENNEDY

Deputy Minister, Innovation, Science and Economic Development Canada

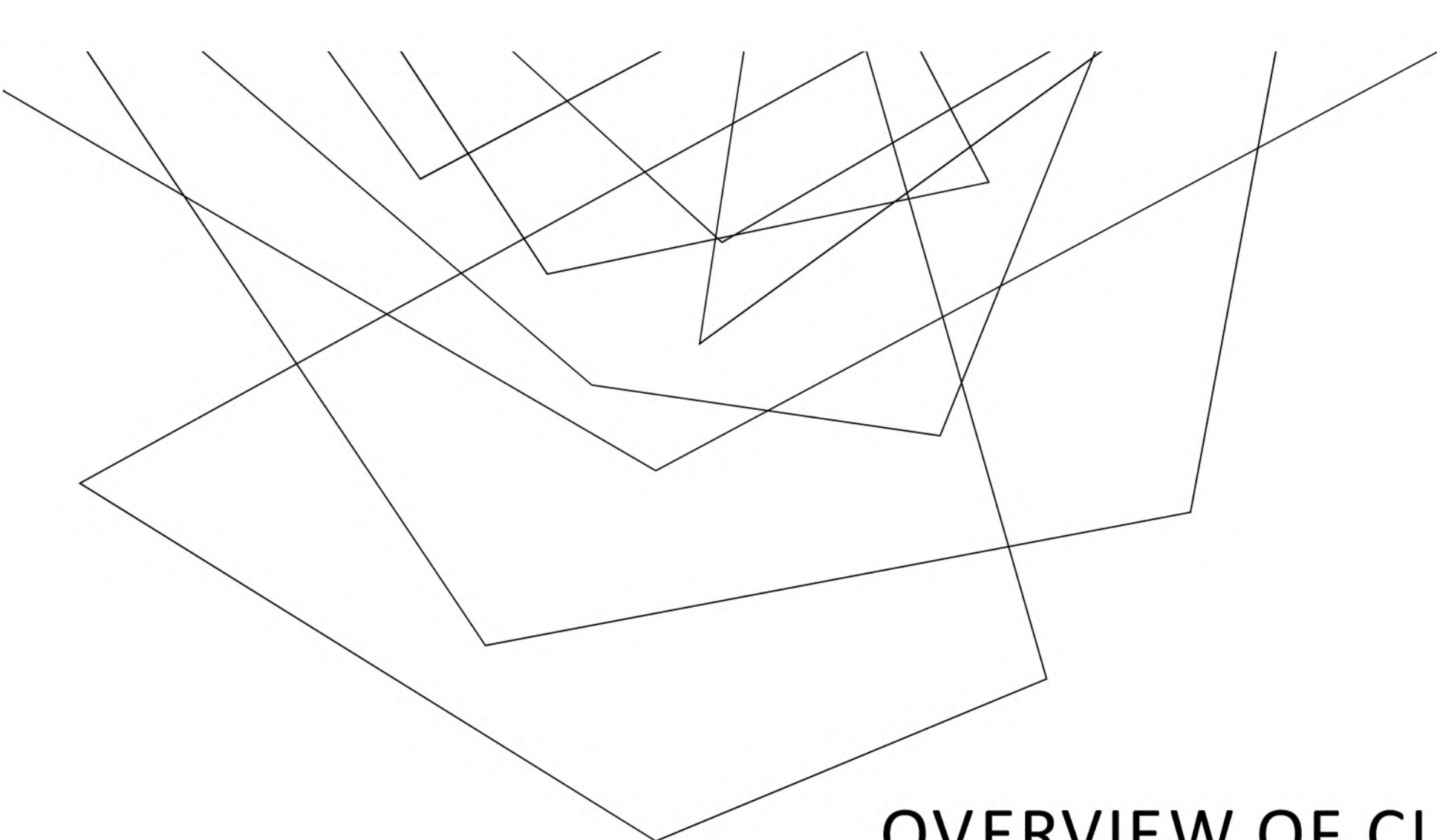
Simon Kennedy was appointed Deputy Minister of Innovation, Science and Economic Development in September 2019. Previously, Simon had served as Deputy Minister of Health. Mr. Kennedy began his career with the public service in 1990 and has served in a variety of senior roles in seven different organizations, including in six deputy minister-level appointments at the Privy Council Office, Industry Canada (as ISED was formerly known), Foreign Affairs and International Trade Canada, Health Canada, and now ISED.



### PAUL THOMPSON

Associate Deputy Minister, Innovation, Science and Economic Development Canada

Paul Thompson was appointed Associate Deputy Minister of Innovation, Science and Economic Development in November 2017. Previously, Paul was the Senior Assistant Deputy Minister, Skills and Employment Branch, at Employment and Social Development Canada. He has held a variety of senior leadership roles in six different organizations across the federal public service, including Service Canada, the Treasury Board of Canada Secretariat, the Privy Council Office, Fisheries and Oceans Canada, Employment and Social Development Canada, and now ISED.

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# OVERVIEW OF CURRENT ISED PORTFOLIO ACTIVITIES IN SUPPORT OF THE ECONOMY







# THE ISED AND PORTFOLIO STORY

The Department has a long-standing history of supporting the Canadian economy through its evolving mandate and ongoing mission to meet the shifting needs of industry.

1892

- The **Department of Trade and Commerce** (1892) primarily focused on the creation and expansion of national and regional transportation systems, export of natural resources, and growing the processing capacity of the manufacturing sector. The Department's focus shifted to mobilizing Canada's industrial capacity for war in 1939.

1963

- The **Department of Industry** (1963) shifted the primary focus to industry and innovation. The Department's 10 sector-focused branches aimed to increase Canadian productivity and large-scale production. Regional economic development was also first recognized as a key component of industry policy in this era via the creation of the Area Development Agency.

1969

- The **Department of Industry, Trade and Commerce** (1969) brought together trade and industrial policy. The Department's primary focus was to promote the establishment and growth of the manufacturing, processing, and tourism industries, improve the productivity of Canadian industry, and foster the expansion of Canadian trade.

1982

- The **Department of Regional and Industrial Expansion** (1982) merged industry policy and regional economic development. Trade functions were removed and the Department's programming efforts focused on supporting large-scale industrial development.



## THE ISED AND PORTFOLIO STORY

1987

- The **Department of Industry, Science and Technology Canada** (1987) was created in response to the growing prominence of science and technology as a key component of economic policy. Some shifts in the era included a more prominent role in encouraging technology transfer and basic and applied R&D, and ensuring the availability of a highly skilled labour force.

1993

- **Industry Canada** (1993), essentially a merger of four existing departments (Industry, Science and Technology Canada; Consumer and Corporate Affairs; Department of Communications; and Investment Canada), was established in response to the unfavourable economic and financial climate in the early to mid-1990s. The role of the Department shifted toward micro-economic policy, with a *raison d'être* to promote productivity and innovation and create the conditions for a more competitive business climate.

2015

- **Innovation, Science and Economic Development Canada** (2015) reinforced the centrality of innovation to industrial policy and economic development across all sectors and regions of the country. The ISED Portfolio has shifted toward being a more active and direct partner with businesses, innovators, entrepreneurs, the higher education sector, and civil society. This era has also coincided with a renewed emphasis on working collectively across departments and central agencies to generate whole-of-government solutions to growing the economy for all Canadians.





# OVERVIEW OF CURRENT ISED AND PORTFOLIO ACTIVITIES

## OVERVIEW OF MANDATE-LINKED ACTIVITIES

**Responding to the COVID-19  
Pandemic**

**Enabling Digital  
Infrastructure**

**Regional Development**

## ECOSYSTEM LINKAGES TO OTHER ISED MANDATES

**Helping Small Businesses  
Adapt, Thrive, and Scale**

**Supporting Canadian  
Sectors**

**Marketplace Frameworks  
and Consumer Confidence**

**Science and Research**



# OVERVIEW OF MANDATE-LINKED ACTIVITIES







## Responding to the COVID-19 Pandemic

The COVID-19 pandemic resulted in an unprecedented economic shock impacting all sectors of the Canadian and global economies, business operations and consumer preferences. ISED and the Portfolio have and continue to work to position Canada to thrive economically by supporting the unique needs of the sectors that make up our economy and by helping them adapt to the impacts of the pandemic.

As part of their contribution to the Government of Canada's response to the COVID-19 pandemic, ISED and the Portfolio built upon their long-standing partnerships with industry to mobilize forces to respond to the public health crisis.

Together with Canadian firms, a number of important elements in Canada's response to the COVID-19 pandemic were developed to mobilize industry response, support hard-hit businesses, build resilience, and support longer-term recovery.





## Responding to the COVID-19 Pandemic

### *1. Supporting hard-hit Canadians and Canadian businesses:*

- Building on emergency support programs to fill key gaps by supporting Canadian firms through funding and providing access to capital for firms in the hardest hit sectors (e.g., **Highly Affected Sectors Credit Availability Program** and **Business Development Bank of Canada**, the **Large Employer Emergency Financing Facility**).
- Providing additional support to hard hit sectors through the **Regional Relief and Recovery Fund\***, the **Tourism Relief Fund**, the **Aerospace Regional Recovery Initiative**, and the **Canadian Seafood Stabilization Fund**, administered by the Regional Development Agencies, which are now led by separate ministers.
- Providing \$741M in **temporary support to students, researchers, and trainees** in the academic research community to help preserve Canada's research base and its talent.
- **Launching** a new **Business Benefits Finder** and **ExploreIP**, both with new COVID-related categories, and working with firms to identify and use measures that respond to their needs.
- Helping rural Canadians adapt to working from home and improving access to high-speed Internet for Indigenous peoples and vulnerable Canadians (**Universal Broadband Fund**).





## Responding to the COVID-19 Pandemic

### ***2. Mobilizing industry response:***

- Issuing the **Made-In-Canada Call to Action**: partnering with industry to secure domestic production of key personal protective equipment and medical supplies for front-line workers.
- Supporting digital responses to COVID-19 in tandem with industry through the **COVID Alert App Framework**; and sharing regular COVID-19 updates via the **Canada Business App**.

### ***3. Building Canada's resilience and supporting longer-term recovery:***

- Investing \$1.2B through the **Strategic Innovation Fund** to support over a dozen Canadian companies to develop vaccines, treatments, and facilities in Canada for the fight against COVID-19 and for pandemic preparedness.
- Working with partners and industry to develop the **Biomanufacturing and Life Sciences Strategy**; securing new funding for **life sciences research and biotechnology** and national strategies on **artificial intelligence, quantum and genomics**.
- Launching calls through **Innovative Solutions Canada** for prototypes and awarding \$35M to 55 innovations to develop solutions to combat COVID-19 and similar threats.
- Funding leading-edge innovations to keep Canadians safe and help the economy recover with more than 80 projects worth over \$220M through the **Innovation Superclusters Initiative**.





## Enabling Digital Infrastructure

- Canadian businesses rely on digital infrastructure to connect to a larger market and grow globally. Canadians, particularly in remote areas, rely on digital infrastructure, such as broadband Internet access and wireless service provided through spectrum, to connect to vital services, educational resources, and economic opportunities.
- ISED and Portfolio partners have a role to play in enabling digital infrastructure, alongside other government departments, by:
  - Administering funding programs that work to improve the availability of telecommunications services in unserved and underserved areas, including rural and Northern communities (e.g. Universal Broadband Fund).
  - Seeking to remain proactive and forward-looking on evolving digital infrastructure needs, including looking at the implications of next-generation networks, such as 5G; and
  - Advancing the security and resilience of digital infrastructure, working with partners across the Government of Canada.





## Enabling Digital Infrastructure

- ISED is responsible for the ***Telecommunications Act*** and leads telecommunications policy for the government to promote sector competition, investment, affordability, and access to high-quality services.
- ISED is responsible under the ***Radiocommunication Act*** to govern the use of spectrum in Canada, a public resource that is essential for the country's wide range of wireless services. This includes authorizing its use, setting standards, certifying equipment, and holding auctions.
- The **Canadian Radio-television and Telecommunications Commission (CRTC)** is an independent tribunal that regulates telecommunications and broadcasting in the public interest. The CRTC currently reports to Parliament via the Minister of Canadian Heritage and works to implement the policy objectives in the ***Telecommunications Act*** and **Canada's Anti-Spam Legislation** (currently the responsibility of the Minister of Innovation, Science and Industry) and the ***Broadcasting Act*** (currently the responsibility of the Minister of Heritage).
- This includes implementing measures to encourage greater competition in telecommunications services, enable digital infrastructure, and promote compliance with and enforcement of regulations that advance consumer interests.





## Regional Development

The ISED Portfolio engages regionally via two principal avenues:

**1. ISED's five Regional Offices**, reporting through the Strategy and Innovation Policy Sector—Pacific, Prairie and Northern, Ontario, Quebec, Atlantic:

- Gather and report regional intelligence, provide support to ministerial and VIP outreach, and support implementation of certain key departmental files; and
- Play a key role in enhancing the Department's understanding of the economic benefits and potential of Canada's economy with knowledge of local issues and networks with stakeholders.

**2. Federal, Provincial and Territorial (FPT) Table for Innovation and Economic Development:**

- Supports FPT ministers and deputy ministers in sustaining and enhancing collaboration on innovation and economic development;
- Was created in 2016 and is currently co-chaired by ISED and the Government of Ontario; and
- Includes an assistant deputy minister-level FPT table, which began meeting regularly to advance deputy ministers' priorities following the outbreak of the pandemic.





## Regional Development

Additionally, outside the ISED portfolio is a network of **seven Regional Development Agencies**, now under separate ministers—CanNor, PacifiCan, PrairiesCan, FedNor, FedDev Ontario, CED, ACOA:

- Consists of federal organizations responsible for fostering long-term economic growth in the regions they serve, each led by a regionally based president;
- Provides a key federal presence in the regions via long-standing relationships with local stakeholders and businesses, allowing them to provide “on-the-ground” knowledge and expertise for the federal government; and
- Delivers direct project funding for SMEs, regional ecosystems, and community economic development and diversification projects, including key COVID supports and economic recovery initiatives (e.g. Regional Relief and Recovery Fund, Tourism Relief Fund) and national initiatives (e.g. Women Entrepreneurship Fund).



# ECOSYSTEM LINKAGES TO OTHER ISED MANDATES







## Helping Small Businesses Adapt, Thrive, and Scale

- Small businesses make up nearly 98% of businesses in Canada and are important to Canada's economy, employing 64% of workers. While Canada generally excels at creating new businesses, maximizing export potential and creating high-growth and large anchor firms remains a challenge.
- A current function of the Portfolio is **to support small businesses through access to financing**. This includes direct funding through grants and loans, as well as support in raising capital. Many of the Portfolio financing programs include **mentorship and capacity building**, offering knowledge sharing, resources, and expert advice direct to entrepreneurs and small-business owners.
- The Portfolio works to encourage **market diversification and global market access** by promoting key trade and investment agreements, advancing negotiations on new agreements, and helping entrepreneurs expand globally.
- The Portfolio also supports the small-business ecosystem more broadly through its role in **supporting effective regulation and access to talent pipelines**, and through **direct business-facing services**, such as the **Canada Business App**, to help small businesses better access government services and programs.





## Helping Small Businesses Adapt, Thrive, and Scale

- Existing programs support a wide range of entrepreneurs (**Women Entrepreneurship Strategy, Black Entrepreneurship Program, Futurpreneur**, and the **Small Business and Entrepreneurship Development Program**) to start a business, and small and medium-sized enterprises to grow in Canada and globally.
- The **Canada Digital Adoption Program's Stream 1** is intended to help SMEs take advantage of e-commerce opportunities, while **Stream 2** helps businesses with the development and implementation of digital adoption strategies.
- The **Canada Small Business Financing Program** enhances access to capital by working with Canadian financial institutions to risk share small business loans.
- ISED further complements these SME supports through its business innovation programming:
  - The **Strategic Innovation Fund** supports innovation networks that facilitate collaborative innovation projects, often involving smaller companies.
  - 47% of **Supercluster** project partners are SMEs, linking innovative SMEs with larger firms and research institutes to leverage the industry network.
  - **Innovative Solutions Canada** leverages procurement to enable the Government to act as a first customer and support innovative Canadian SMEs.
  - The Innovation Advisors within the **Accelerated Growth Service** help high-growth SMEs find government support—from financing to technical advice to foreign market expertise.





## Helping Small Businesses Adapt, Thrive, and Scale

### PORTFOLIO PARTNERS

- **The Business Development Bank of Canada** provides financing, advisory services, and capital investments for SMEs, intended to supplement or complete services available from commercial financial institutions.
- The **Business Development Bank of Canada** also delivers programs on behalf of government, such as the **Venture Capital Catalyst Initiative**, which leverages private sector funds to increase the availability of funding targeting high-potential start-ups, and supports the **Canada Digital Adoption Program** by providing 0% interest loans to finance the implementation of business' technology adoption plans.
- **The National Research Council Canada** delivers the **Industrial Research Assistance Program**, which provides technical advice to over 8,000 SMEs and funding to over 3,500 SMEs each year.
- **Regional Development Agencies**, now formally outside the Portfolio and led by separate ministers, address key economic challenges by providing regionally tailored programs, services, knowledge, and expertise, including delivering direct project funding for SMEs, regional ecosystems, community economic development and diversification, marketing and destination development in support of tourism, and by implementing national programs such as the **Regional Relief and Recovery Fund**, which provides assistance to businesses and communities that require additional support to cope with and recover from the pandemic.

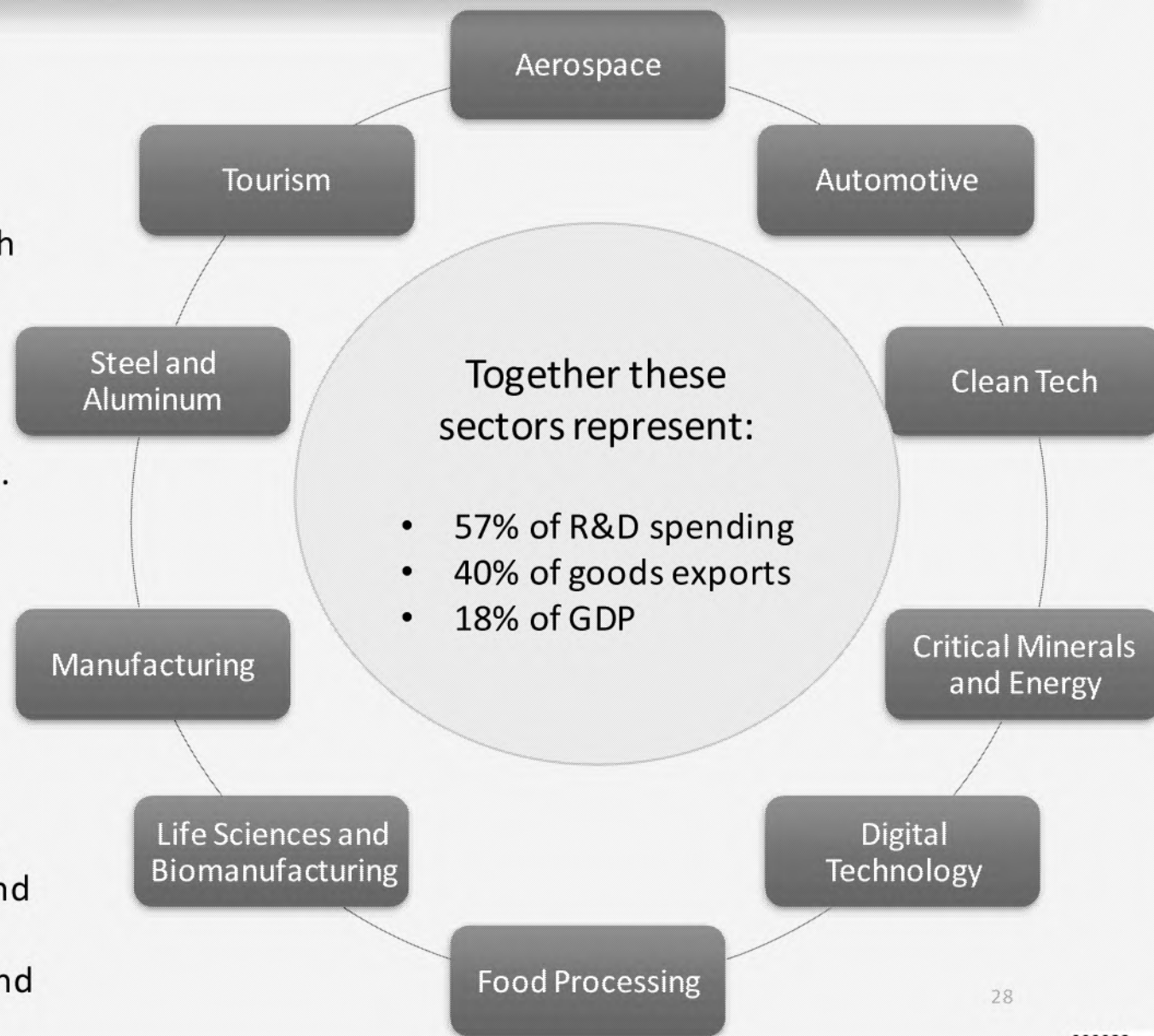




## Supporting Canadian Sectors

### KEY SECTORS WHERE ISED TAKES A LEAD ROLE

- **ISED** leads the Government's work with key industrial sectors to improve conditions for investment, enhance innovation performance, increase our share of global trade, and build a fair, efficient, and competitive marketplace.
- **ISED** brings together the expertise, programs, and services of the Government to meet priorities and support businesses in reaching their potential.
- **ISED** works directly with businesses to gain insights, respond to challenges, and develop solutions to drive economic growth by focusing on opportunities and building on Canada's strengths.







## Supporting Canadian Sectors



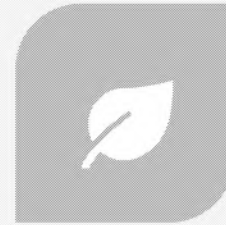
### PANDEMIC RESPONSE AND READINESS

Fostering recovery by strengthening and rebuilding biomanufacturing capabilities and supporting Made-in-Canada technologies, including personal protective equipment.



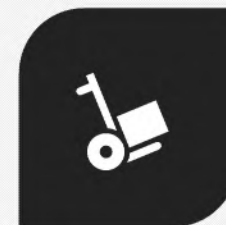
### INNOVATION AND R&D

Supporting the Canadian economy through strategic actions and investments to build Canada's innovation advantage in growing technology and promote digital adoption across all industries.



### SUSTAINABILITY AND EMISSIONS REDUCTION

Supporting the decarbonization of Canadian industries and the economy to accelerate the transition to sustainability and net-zero through expertise in clean technology capabilities and research to support new policies and programs enabling clean technologies.



### SUPPLY CHAIN RESILIENCY AND TRADE

Supporting efforts to shape a more resilient and inclusive economy reinvesting in domestic manufacturing expertise and capacity, stabilizing global supply chains, and expanding trade relationships.



### SKILLS AND TALENT

Delivering skills programming focused on driving innovation and helping ensure that Canada's workforce meets industry needs by inspiring youth toward future careers and supporting work-integrated learning and training in high-growth sectors.



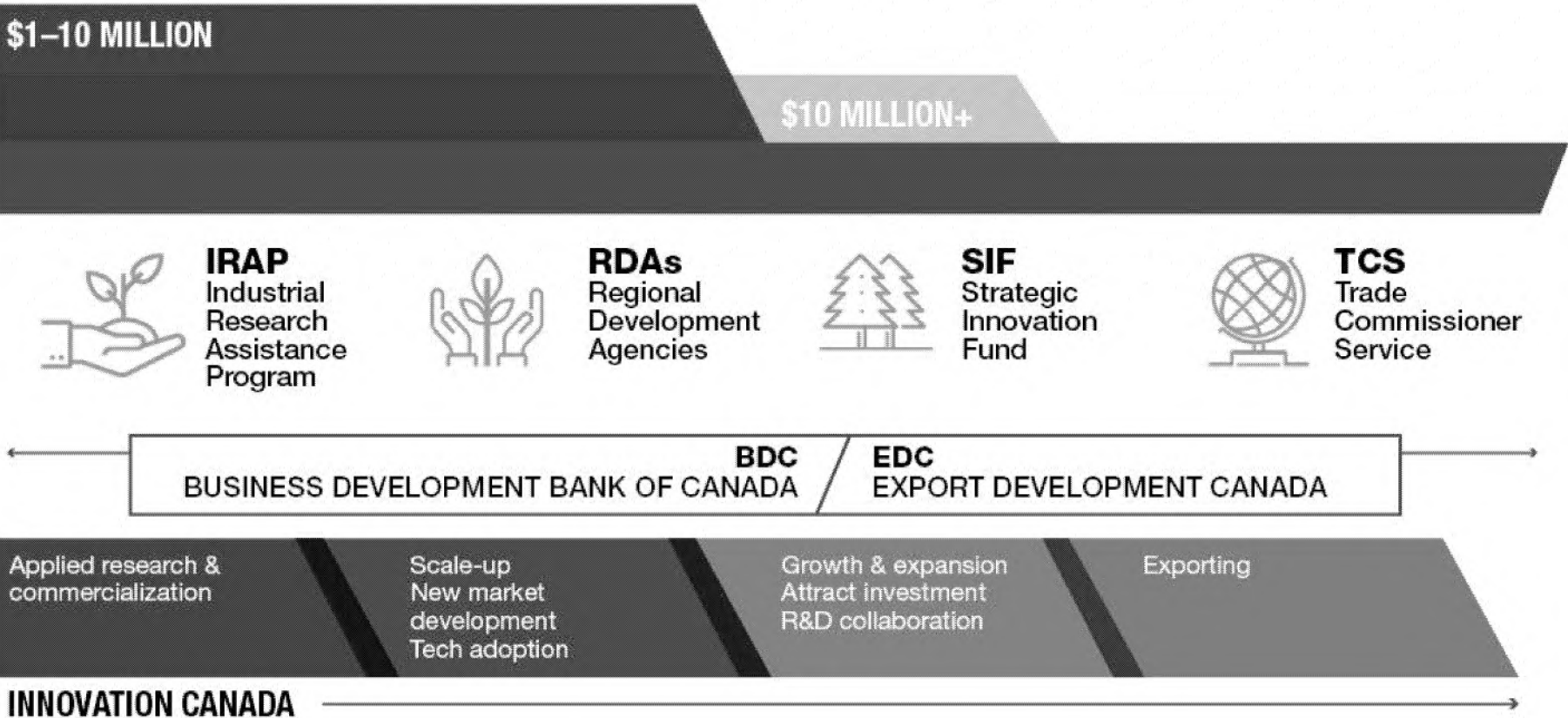


# Supporting Canadian Sectors

## PROGRAM SUPPORTS

ISED and the Portfolio's four flagship innovation support programs each target support at a different critical stage of firm growth:

FOUR FLAGSHIP PROGRAMS



Aligned access and  
demand-driven

Single point  
of access

Save firms time  
and money

Developing  
a pipeline

Scale-up





## Supporting Canadian Sectors

### PROGRAM DATA AND KEY FIGURES

#### NRC-IRAP

**9,349** firms assisted

**2,510** new projects funded

**2,086** firms funded

**892** youth jobs supported, with **90%**  
youth employed/self-employed  
post-internship

**12,146** jobs supported

**\$319.7M** invested through grants and  
contributions

Data as of 2020-21

#### Strategic Innovation Fund (SIF)

*(Launched July 2017)*

**96** announced projects

**\$4.8B** in SIF contributions

**\$51.8B** in total investment leveraged

**\$15.2B** secured in R&D investment

**22.5K** commitments for co-op and  
training opportunities

Data as of August 31, 2021

#### Regional Development Agencies (RDAs)\*

**7** RDAs working with **268** local  
Community Futures Organizations

**148,722** jobs and **24,872** businesses  
and organizations supported or  
preserved during the pandemic  
through the Regional Relief and  
Recovery Fund

**\$730M+** for core grants and  
contributions for 2021-22

**\$2.2B** in new, targeted support  
through Budget 2021

Data as of August 2021

\*Outside the ISED Portfolio and led by separate ministers





## Supporting Canadian Sectors

### PROGRAM SUPPORTS

ISED supports industry sectors by providing a one-stop shop for financing and expert advice and by driving new collaborations to help businesses innovate, create jobs, and grow Canada's economy.

- The **Strategic Innovation Fund** invests in innovative businesses and collaborative projects to support scale-up and research, develop and commercialize cutting-edge ideas, and collaborate in new ways (e.g. **Net-Zero Accelerator** to support clean technology development and adoption by Canadian businesses and ecosystems).
- The **Innovation Superclusters Initiative** brings together entrepreneurs, researchers, accelerators, small and medium-size enterprises, and global firms to consolidate Canada's technology strengths in areas of global advantage. The five superclusters are regionally anchored and have national reach (Digital Technology, Protein Industries, Advanced Manufacturing, Scale AI, and Ocean).
- **Innovative Solutions Canada** is helping Canadian innovators who want to start, grow, and get to market by funding R&D and testing prototypes in real-life settings.
- **Canada Digital Adoption Program's** Stream 2 will help SMEs with access to programs and services to digitize their businesses toward resilience and growth.
- The **Accelerated Growth Service**, **BizPaL**, and **Business Benefits Finder** aim to help Canadian businesses grow from start-up to scale-up to global brand.
- **ExploreIP**, **Canada's IP Marketplace**, and associated online tools help Canadian businesses access valuable publicly owned IP to licence, collaborate, and commercialize.





## Supporting Canadian Sectors

### PORTFOLIO PARTNERS

- ISED works with other departments on investment attraction to encourage foreign firms to invest in Canada to bring new jobs, adopt advanced technologies, and boost our economy. ISED is responsible for ensuring foreign investment benefits the Canadian economy via the administration of the *Investment Canada Act*.
- The **Portfolio** delivers a broad suite of industry-focused programs to support business needs—from helping businesses access skilled talent to grow and innovate, through building innovation ecosystems, to exporting and scaling up globally. For example:
  - The **National Research Council Canada** labs and the **Industrial Research Assistance Program** work directly with individual businesses across the country on their research and commercialization needs.
  - The **Canadian Space Agency** supports the growth of the space industry and encourages the transfer and commercialization of space technology throughout Canadian industry.
  - **Destination Canada** promotes Canada as a tourism destination by uniting tourism leaders and providing a platform for businesses to connect with global customers.
  - **Regional Development Agencies**, now formally outside the Portfolio and led by separate ministers, work to address key economic challenges by providing regionally tailored programs, services, knowledge, and expertise, including delivering direct project funding for local enterprises, regional ecosystems, and community economic development and diversification, and implementing national programs such as the Women Entrepreneurship Fund.





## Marketplace Frameworks and Consumer Confidence

- ISED and the Portfolio are responsible for a set of laws, regulations, and policies in key areas that establish a framework for business activity in Canada, including to:
  - Support innovation through investment attraction, competition, research, and commercialization;
  - Build trust by taking into account diverse public policy interests, such as privacy, consumer protection, and fairness; and
  - Encourage Canadian firms to leverage marketplace tools, services, and programs.
- ISED and the Portfolio are currently responsible for the development and coordination of policy and legislative frameworks of general application within the marketplace, including:
  - Corporate governance, bankruptcy and insolvency;
  - Competition;
  - Labelling (textiles, packaged goods, and precious metals);
  - Copyright, trademark, patent, and industrial design;
  - Privacy, personal information, and data governance; and
  - Anti-spam and e-commerce protection.
- ISED and the Portfolio work to ensure Canada's marketplace frameworks are effective in promoting competitive markets and instilling confidence and trust through a variety of functions.





## Marketplace Frameworks and Consumer Confidence

### LAW AND POLICY

- ISED regularly assesses and advises on marketplace policies and laws to ensure that they remain fit for purpose and are effective, and leads the development of legislative, policy, and some regulatory proposals.
- ISED participates in international fora and negotiations of importance to the Portfolio, including issues related to governance of a data-driven economy.
- The Portfolio has a role in protecting Canadians and empowering consumers through: federal policy, legal, and regulatory levers; research, education, and awareness efforts; enforcement actions; and, coordination with the provinces and territories.
- To remain proactive, the Portfolio monitors domestic and international developments to leverage best practices and maintain interoperability where necessary (e.g. European Union's General Data Protection Regulation).





## Marketplace Frameworks and Consumer Confidence

### REGULATION AND IMPLEMENTATION

- The **Canadian Intellectual Property Office** is a special operating agency of ISED, which administers Canada's system of intellectual property rights, including patents, trademarks, copyrights, industrial designs, and geographical indications.
- The **Competition Bureau** is an independent federal law enforcement agency with competition law and consumer welfare responsibilities to ensure trust and innovation in markets, including combatting cartels and deceptive marketing practices, reviewing mergers, and preventing abuse by dominant firms.
- The **Office of the Superintendent of Bankruptcy** ensures the proper functioning of the insolvency system in support of creditor and investor confidence in the Canadian economy. It also helps protect consumers through compliance promotion, monitoring and enforcement, and providing tools and information to help debtors find the right solution for their serious financial challenges.
- **Corporations Canada** helps Canadians incorporate businesses, not-for-profit corporations, and other corporate entities according to Canada's laws and regulations and provides a regulatory climate that maintains order and fairness in the corporate law arena.
- The **Copyright Board of Canada** establishes the royalties to be paid for the use of some copyrighted works when entrusted to a copyright collective society, setting royalties which are fair and equitable to both copyright owners and users of copyrighted works.





## Marketplace Frameworks and Consumer Confidence

- The **National Research Council Canada** is Canada's international metrology and measurement authority, and produces the model Canadian Building Code for the provinces and territories.
- The **Standards Council of Canada** is a federal Crown corporation responsible for promoting efficient and effective standardization to strengthen Canada's competitiveness while protecting consumers and protecting the health, safety, and welfare of Canadians.
- **Statistics Canada** provides data and analysis that form the foundation of important macroeconomic measures, such as the consumer price index, gross domestic product, trade and other measures on innovation, productivity, and digital. Through the Census of Population, it collects and disseminates information on important demographic trends and insights that inform both domestic and international business decisions.
- **Measurement Canada** maintains domestic and worldwide confidence in the accuracy of goods and services bought and sold on the basis of measurement to advance economic growth and a fair and competitive marketplace.
- The **Office of Consumer Affairs** acts as a focal point for consumers seeking access to information to make informed decisions in the marketplace or seek redress when they encounter an issue. It also facilitates collaboration across all levels of government with respect to consumer protection and awareness, and supports consumer organizations in Canada to advance research and policy analysis on emerging issues.





## Science and Research

- The Portfolio works to support fundamental research by ensuring researchers have the resources they need to continue asking bold questions and training new generations of students. It also supports Canada's science ecosystem by facilitating connections between post-secondary institutions and industry, and promoting science to the public through third-party organizations, science promotion programs, and agenda-setting.
- Applied R&D as well as strong partnerships between businesses and research institutions are also critical elements in transforming fundamental research into commercial products and services to drive the economy and improve the well-being of all Canadians.
- The Portfolio also works with global partners to strengthen best practices and contribute to large-scale discovery projects. The **Canadian Space Agency** works collaboratively with members of the global space community, including NASA and the European Space Agency. In this role, Canada has contributed to a number of scientific missions, delivering critical technology and scientific expertise.
- Canada has a history of strong scientific performance on the world stage. For example, years of investment in artificial intelligence-related research has led to Canadian leadership in this area. Other areas of strength include quantum, genomics, and research and training investments that support the biomanufacturing sector.

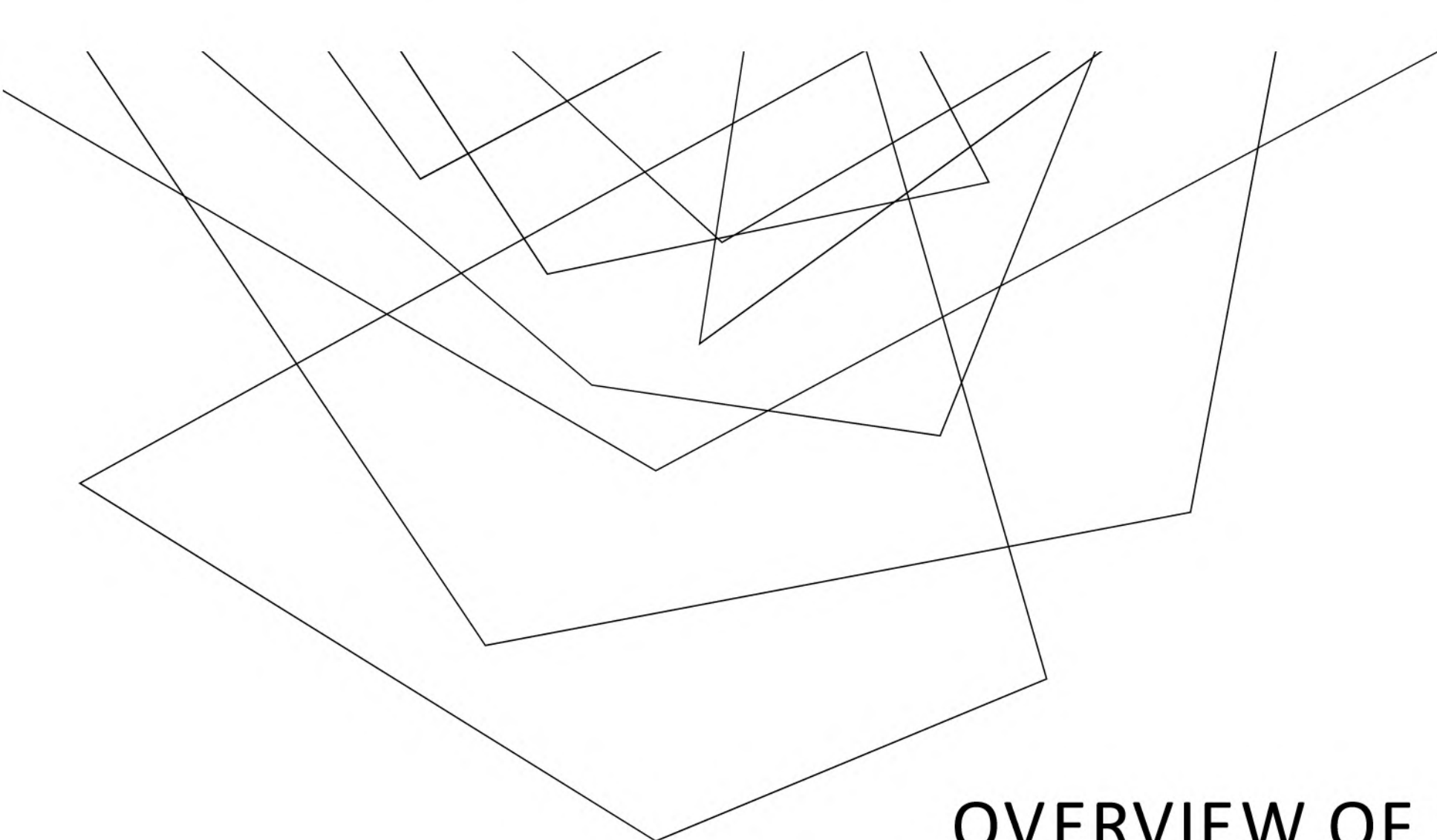




## Science and Research

- Direct funding is currently used to support fundamental science, delivered through various mechanisms, including the two granting agencies under the ISED Portfolio. The **Natural Sciences and Engineering Research Council of Canada** and the **Social Sciences and Humanities Research Council of Canada** both provide funding to support students, promote and support discovery research, and encourage greater collaboration between industry and academia. (The Canadian Institutes of Health Research, the third granting council, is under the purview of the Minister of Health.)
- The **Strategic Science Fund** aims to mobilize the expertise and resources of independent, third-party science and research organizations to enhance Canada's science, technology, and innovation excellence.
- Other funding initiatives within the Portfolio focus on building skills through the promotion of science, technology, engineering, and mathematics; on strengthening Canada's research infrastructure; on enhancing areas of strength; and on supporting business in the development and deployment of research.
- The **National Research Council Canada** is Canada's largest federal R&D organization, which partners with industry to help bring research and new advanced technologies to market, and invests in strategic R&D programming to apply to economic and societal challenges.



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# OVERVIEW OF ISED







## DEPARTMENTAL DIVISIONS

The units within the Department that help carry out the activities of ISED are:

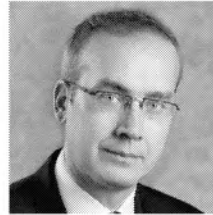
- Strategy and Innovation Policy Sector
- Spectrum and Telecommunications Sector
- Industry Sector
- Innovation Canada
- Science and Research Sector
- Small Business and Marketplace Services
- Digital Transformation Service Sector
- Corporate Management Sector
- Strategic Communications and Marketing Sector
- Canadian Intellectual Property Office
- Competition Bureau
- Audit and Evaluation Branch
- Legal Services





## DEPARTMENTAL DIVISIONS CHART

**Deputy  
Minister**  
Simon  
Kennedy

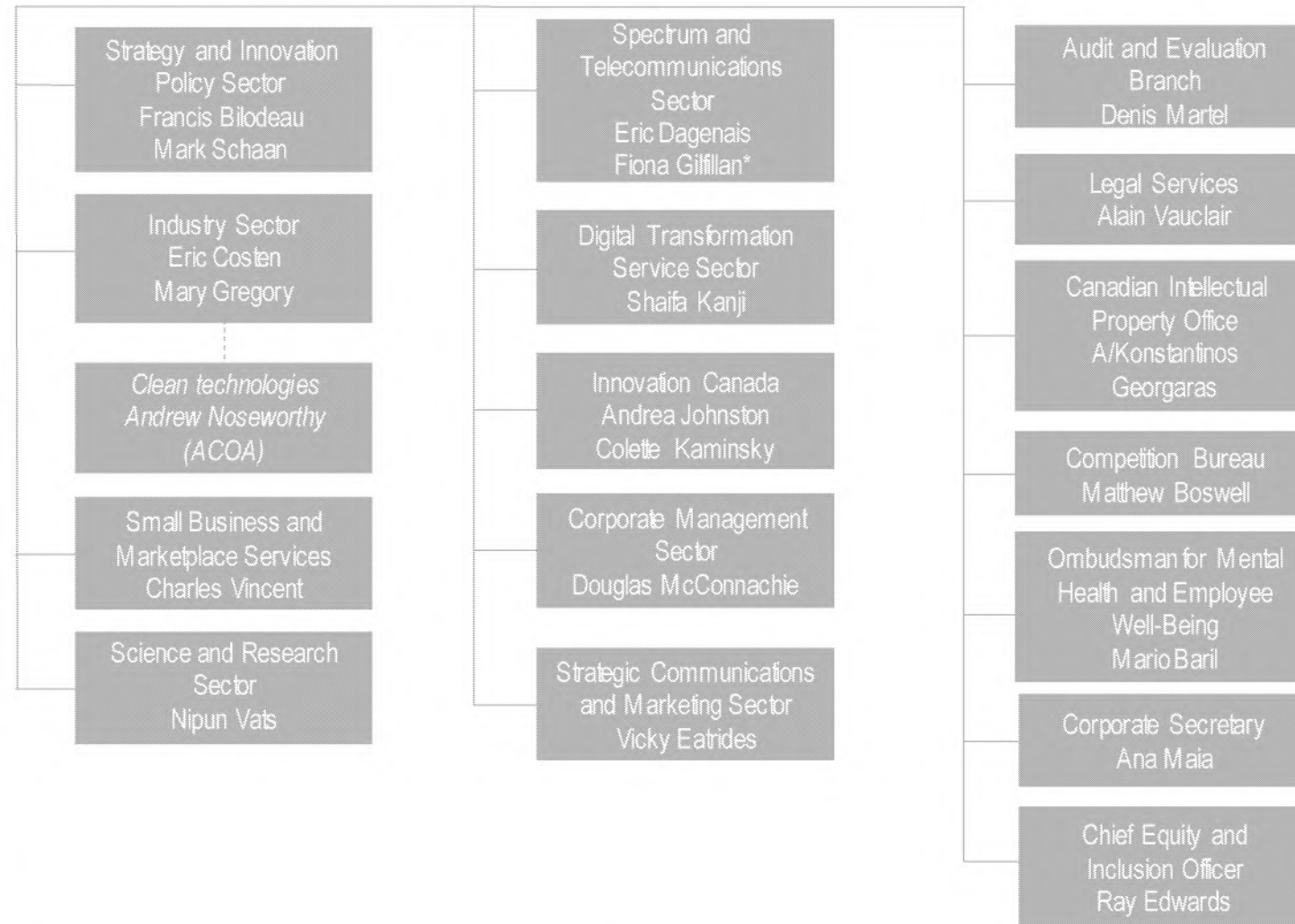


**Associate  
Deputy  
Minister**  
Paul  
Thompson



The whole of ISED is here to support your mandate. In particular, key areas to support your agenda include:

- the Strategy and Innovation Policy Sector; and
- the Spectrum and Telecommunications Sector.







## STRATEGY AND INNOVATION POLICY SECTOR (SIPS)

### Mandate

SIPS plays a key role in implementing the Government's microeconomic policy agenda and in supporting departmental alignment. It develops and supports the Department's horizontal policy and strategy by ensuring robust marketplace frameworks and by deepening international and regional relations and promoting trade. It also coordinates for the federal budget and is responsible for telecommunications and digital policy. Also within SIPS are the regional offices, which gather intelligence in the regions and act as the Portfolio's public face with regional stakeholders.





## STRATEGY AND INNOVATION POLICY SECTOR (SIPS)



Francis Bilodeau  
Senior Assistant  
Deputy Minister

### Francis Bilodeau

Francis Bilodeau has served as Senior Assistant Deputy Minister of SIPS since May 2020. Prior to joining ISED, Francis held several senior positions in the Government of Canada, including serving as the Government of Canada's Acting Chief Information Officer of Canada and in assistant deputy minister positions at the Treasury Board of Canada Secretariat and the Privy Council Office. Francis has also previously held various federal government executive positions. Francis holds a degree in mechanical engineering as well as a master's degree in business administration.



Mark Schaan  
Associate Assistant  
Deputy Minister

### Mark Schaan

Mark Schaan has served as Associate Assistant Deputy Minister of SIPS since January 2020. Prior to becoming an Assistant Deputy Minister, Mark was the Director General, Marketplace Framework Policy Branch, at ISED. In this role, Mark advised on the policy, legislative, and stakeholder issues relating to privacy and data protection, patents, trademarks, copyright, competitions, and insolvency. Mark's public service career has included roles across the policy spectrum, as well as leading on revitalizing the public service through innovative recruitment models. Mark holds a degree in political science, a master's degree in comparative social policy, and a doctorate in social policy.





## SPECTRUM AND TELECOMMUNICATIONS SECTOR (STS)

### Mandate

STS is responsible for regulating telecommunications equipment, extending and enhancing broadband service in rural and remote regions of Canada, and working with other organizations on the safety and security of existing and future telecommunications infrastructure. The sector's objective is to maximize the economic and social benefits that Canadians derive from the use of the radio frequency spectrum. The sector works across the Department, with other federal government departments, at the international level and with our stakeholders to support a competitive wireless industry, strong investment, cyber-resilience, and economic growth.





## SPECTRUM AND TELECOMMUNICATIONS SECTOR (STS)

### Eric Dagenais



Eric Dagenais  
Senior Assistant  
Deputy Minister

Eric Dagenais has served as Senior Assistant Deputy Minister, STS, since June 2019. He has held the post of Assistant Deputy Minister in the Department since 2015 within various other sectors. Prior to this, Eric was the Director General of the Small Business Branch; Director General, MacKenzie Gas Project Office at Environment Canada; and Director General, Investment Review of ISED.

### Fiona Gilfillan\*



Fiona Gilfillan  
Assistant Deputy Minister

Fiona Gilfillan has worked in the telecommunications industry for over 25 years. She has been Assistant Deputy Minister in STS for over 4 years and has spent over 10 years in the sector, leading major auctions and files. Before joining ISED, Fiona worked at the Canadian Radio-television and Telecommunications Commission, where she led the Telecom Branch and was responsible for major telecommunications proceedings. She also has significant experience working for telecommunications companies, where she held senior executive positions.

\*Assistant Deputy Minister Fiona Gilfillan will depart ISED, effective November 15, 2021, to take on a new role with the CRTC.





## INDUSTRY SECTOR (IS)

### Mandate

IS is the centre for the provision of advice on the Government's industrial policy, based on economic and technological expertise and industry outreach. In this capacity, the sector is responsible for the following industries: automotive, manufacturing, digital technologies, biomanufacturing, life sciences, tourism, clean technologies, aerospace, space, marine, and defence. The sector also supports the Government's delivery of industry-focused programs, and supports the advancement of a skills agenda aligned with industry needs. IS undertakes investment attraction work in collaboration with other departments and the Invest in Canada Hub, including the Government's industry promotion efforts. The sector is also responsible for the administration of the Investment Canada Act and the management of the Industrial and Technological Benefits Policy.





## INDUSTRY SECTOR (IS)



Eric Costen  
Senior Assistant  
Deputy Minister

### Eric Costen

Eric Costen has been working in the Department since February 2021. Previously, he was the Associate Assistant Deputy Minister of Health Canada's Controlled Substances and Cannabis Branch where he was responsible for the Government's national drug policy, programs, and regulations, including the opioid overdose crisis response strategy and the design and implementation of *The Cannabis Act*. Prior to this, he held a range of executive positions throughout the Department.



Mary Gregory  
Associate Assistant  
Deputy Minister

### Mary Gregory

Mary Gregory has been working in the Department since March 2012. Prior to this position, she held various senior leadership roles in the organization, including Director General of the Aerospace, Defence and Marine Branch and Executive Director of the Industrial and Regional Benefits Directorate. Before joining ISED, Mary held executive positions with the Treasury Board of Canada Secretariat and Health Canada.





## INDUSTRY SECTOR (IS)



Andrew Noseworthy  
Assistant Deputy Minister

### Andrew Noseworthy

Andrew Noseworthy has been working in the Department since March 2016. Over the past five years, he has overseen policy and operational activities related to clean technology in Canada, including the Clean Growth Hub, and served as co-secretary to one of the Economic Strategy Tables. Prior to joining the public service in 2003, he had an 18-year career with the Government of Newfoundland and Labrador, where he held a number of senior appointments.





## INNOVATION CANADA SECTOR (ICS)

### Mandate

ICS is a sector formed in 2017 that serves as a collaborative platform to make it easier and faster for Canada's innovators and entrepreneurs to find and access government programs and services. Through ICS, ISED supports various industry sectors across the Canadian economy by providing funding and expert advice, and driving new collaborations. As part of this role, ICS's flagship programs and services are designed to help businesses innovate, create jobs, and grow Canada's economy. These include: the Innovation Superclusters Initiative; the Strategic Innovation Fund; Innovative Solutions Canada; the Canada Digital Adoption Program; ExploreIP (Canada's intellectual property marketplace); BizPal; Business Benefits Finder; and the Accelerated Growth Service.



## INNOVATION CANADA SECTOR (ICS)



Andrea Johnston  
Assistant Deputy Minister

### Andrea Johnston

Andrea Johnston was appointed Assistant Deputy Minister of ICS in July 2018. She first joined the Department in May 2017 as the Director General of the Economic Strategy Tables and Skills Branch. Prior to joining the Department, Andrea had an extensive career at Agriculture and Agri-Food Canada.



Colette Kaminsky  
Associate Assistant  
Deputy Minister

### Colette Kaminsky

Colette Kaminsky was appointed Associate Assistant Deputy Minister of ICS in 2021. She first joined the Department in September 2017 as the first Director General of the Strategic Innovation Fund. Prior to joining the Department, Colette held several leadership roles at Agriculture and Agri-Food Canada, Finance, and the Privy Council Office.





## SCIENCE AND RESEARCH SECTOR (SRS)

### Mandate

SRS leads the development and implementation of the Government of Canada's science and technology policy agenda to optimize federal investments in science and research, foster an innovative economy, and improve the wealth and well-being of Canadians. The sector provides advice on external research, relationships with post-secondary institutions, granting agency policy, programs, and operations; and also advises on and manages contribution agreements with a variety of external organizations. The sector also provides advice on a range of science policy issues, including the broader intramural science enterprise and international science co-operation, and leads the development of strategies to enhance the translation of Canada's research leadership in key disruptive technology areas into commercial and societal benefits for the country (e.g. quantum, AI, genomics).



Nipun Vats  
Assistant Deputy Minister

### Nipun Vats

Before his role in SRS, Nipun Vats held a variety of positions within the federal government, including in the Priorities and Planning Secretariat of the Privy Council Office, and in the policy and administration of the major transfer payment programs to the provinces and territories at the Department of Finance. He has also served as Secretary to a National Advisory Panel on Energy Science and Technology. Nipun also served as the lead federal official in the successful negotiation of the Canadian Free Trade Agreement.



## SMALL BUSINESS AND MARKETPLACE SERVICES (SBMS)

### Mandate

SBMS is responsible for small business and entrepreneurship policy and programs. It undertakes financing and venture capital policy development and coordination, oversight of the Business Development Bank of Canada, and delivery of the Canada Small Business Financing Program. The sector is active on consumer policy coordination, protecting and promoting the interests of consumers. Measurement Canada, Corporations Canada, and the Office of the Superintendent of Bankruptcy Canada are all part of SBMS. These organizations play strong regulatory management roles in the areas of trade measurement, insolvency, and federal incorporation, supporting the integrity of the marketplace and providing a competitive environment that contributes to Canada's innovation performance.



Charles Vincent  
Assistant Deputy Minister

### Charles Vincent

Charles Vincent has been working in the Department since February 2012 and served previously as Assistant Deputy Minister within Industry Sector from October 2020 to October 2021. Prior to that role, he held other executive positions in the Department, including being responsible for the Made-in-Canada industry mobilization initiative during the COVID-19 pandemic, and being the Director General of the Automotive, Transportation and Digital Technologies Branch. Before joining ISED, Charles served as an executive at the Treasury Board of Canada Secretariat.





## DIGITAL TRANSFORMATION SERVICE SECTOR (DTSS)

### Mandate

DTSS leads the Department's digital service channels, in close collaboration with different areas of the Department, to accelerate digital services for businesses and innovators. DTSS is building new capabilities in digital transformation supported by a backbone of a modern information technology and information management infrastructure and is placing special emphasis on the power of disruptive technologies that can reduce the administrative burden for Canadians and public servants as we deliver digital services and programs.



Shaifa Kanji  
Assistant Deputy Minister  
and Chief Digital Officer

### Shaifa Kanji

Shaifa Kanji assumed her role as Assistant Deputy Minister and Chief Digital Officer in August 2021. She began her career in the public service in 2011 and has led digital transformations in municipal government (Region of Peel) and not-for-profit (Toronto and Region Conservation Authority) organizations. Prior to joining the public sector, Shaifa worked in multiple sectors, such as telecommunications, finance, and consulting. Shaifa holds an Executive MBA from the Ivey Business School and a computer science degree from York University.



## CORPORATE MANAGEMENT SECTOR (CMS)

### Mandate

CMS is responsible for the comptrollership of the Department's finances, the management of human resources, the stewardship of facilities and assets, and the provision of physical and personnel security services. CMS also oversees the Department's corporate planning and accountability reporting regimes and provides strategic advice on performance measurement, risk management, the affordability of program proposals, and the integrity of grants and contributions. In addition, CMS leads the Department's efforts on the Return to the Workplace and the Future of Work.



Douglas McConnellie  
Assistant Deputy Minister  
and Chief Financial Officer

### Douglas (Doug) McConnellie

Doug McConnellie joined ISED in October 2019 as Assistant Deputy Minister and Chief Financial Officer, Corporate Management. He has 25 years of experience in public sector management and corporate finance and has served in senior management roles at Environment and Climate Change Canada, Public Safety Canada, and Public Services and Procurement Canada.





## STRATEGIC COMMUNICATIONS AND MARKETING SECTOR (SCMS)

### Mandate

SCMS connects the Department and its Ministers with the Canadian public and helps support communications for the Portfolio. SCMS reaches national-, regional-, local-, and commercial-specific audiences through our digital channels, including web and social media, television, radio, and print. The sector actively seeks to break through a competitive environment with proactive, targeted media, marketing, and online strategies. The team of about 175 professionals is responsible for media relations, ministerial communications and events, marketing and advertising, social media, consultations, issues management, and employee communications.



Vicky Eatrides  
Assistant Deputy Minister

### Vicky Eatrides

Vicky Eatrides was named Assistant Deputy Minister of SCMS in October 2019. Since joining the public service in 2005, she has held a variety of increasingly senior executive positions. At the Competition Bureau, Vicky served as the Senior Deputy Commissioner for Cartels and Deceptive Marketing Practices, Deputy Commissioner of Competition Promotion, Assistant Deputy Commissioner of Mergers, and Chief of Staff to the Commissioner of Competition. From 2013 to 2015, she was the Director General of Strategic Policy and Planning for the Major Projects Management Office at Natural Resources Canada. Prior to joining the public service, Vicky practised federal regulatory law at Stikeman Elliott LLP.



# CANADIAN INTELLECTUAL PROPERTY OFFICE (CIPO)

## Mandate

CIPO, a special operating agency of the Department, is responsible for administering Canada's system of intellectual property (IP) rights: patents, trademarks, copyrights, industrial designs, and geographical indications. CIPO is also an international searching authority and international preliminary examining authority under the Patent Cooperation Treaty administered by the World Intellectual Property Organization. CIPO's mandate is to deliver high quality and timely IP products and services to clients, and to increase awareness, knowledge, and effective use of IP by Canadians. This mandate, along with the directions outlined in CIPO's business strategy, contributes to the strategic outcomes of the organization.



Konstantinos Georgaras  
Chief Executive Officer  
(Interim)

## Konstantinos Georgaras

Konstantinos Georgaras joined CIPO in 2010 and was appointed as Chief Executive Officer (interim) in fall 2020. He also represents Canada at the World Intellectual Property Organization, one of the specialized agencies of the United Nations. He began his career in the public service in 1984 and has held strategic and executive positions within the departments of Innovation, Science and Economic Development Canada and Human Resources and Skills Development Canada, and within the Science, Technology and Innovation Council. He has extensive experience spanning strategic, economic, and legislative policy, with direct responsibilities for IP, innovation, insolvency, and industrial and labour market policies.

Konstantinos holds a Master of Arts in Public Administration from Carleton University and an Executive Certificate in Public Leadership from the John F. Kennedy School of Government at Harvard University.





## COMPETITION BUREAU (CB)

### Mandate

- CB, as an independent law enforcement agency, ensures that Canadian businesses and consumers prosper in a competitive and innovative marketplace. The Bureau is responsible for:
  - administering and enforcing the *Competition Act*, the *Consumer Packaging and Labelling Act*, the *Textile Labelling Act*, and the *Precious Metals Marking Act*;
  - advocating for competition at all levels of government; and
  - promoting corporate compliance and consumer awareness through outreach.
- Competition leads to lower prices, higher quality goods and services, and higher levels of innovation and business efficiency, and is thus a key driver of broad-based economic growth. The Bureau protects and promotes competition in the marketplace, saving Canadians an estimated \$2.8B per year through actions that stop anti-competitive conduct and deceptive marketing. The Bureau continues to set a course to tackle the emerging challenges of the digital economy, and ensure that competition can underpin a strong post-pandemic recovery.



Matthew Boswell  
Commissioner of  
Competition

### Matthew Boswell

Matthew Boswell was appointed Commissioner of Competition on March 5, 2019, for a five-year term. Prior to his appointment, he served as a Senior Deputy Commissioner. Before joining CB, he was Senior Litigation Counsel in the Enforcement Branch at the Ontario Securities Commission (OSC), where he prosecuted securities fraud and other white-collar crimes. Prior to his work at the OSC, Matthew was an Assistant Crown Attorney in Toronto with the Ministry of the Attorney General of Ontario.



## AUDIT AND EVALUATION BRANCH (AEB)

### Mandate

AEB provides independent, professional, and quality audit, evaluation, and practice management services founded on sound values and ethics to support informed decision-making and enhanced performance and accountability. It also fulfills the Department's obligations under the Treasury Board of Canada Secretariat's policies, directives, and standards on internal audit and evaluations, as well as conformance with the Institute of Internal Auditors international standards.



Denis Martel  
Chief Audit Executive  
and Director General

### Denis Martel

Denis Martel was appointed Chief Audit Executive and Director General, Audit and Evaluation, in January 2021. He has been with the Department since 2007 where he has worked as an executive in different functional areas: in program delivery (Strategic Innovation Fund), legislative and regulatory development (Patent Policy), as well as on economic research on small business and entrepreneurship. Prior to that, he held positions at the Privy Council Office and Finance Canada.





## LEGAL SERVICES (LS)

### Mandate

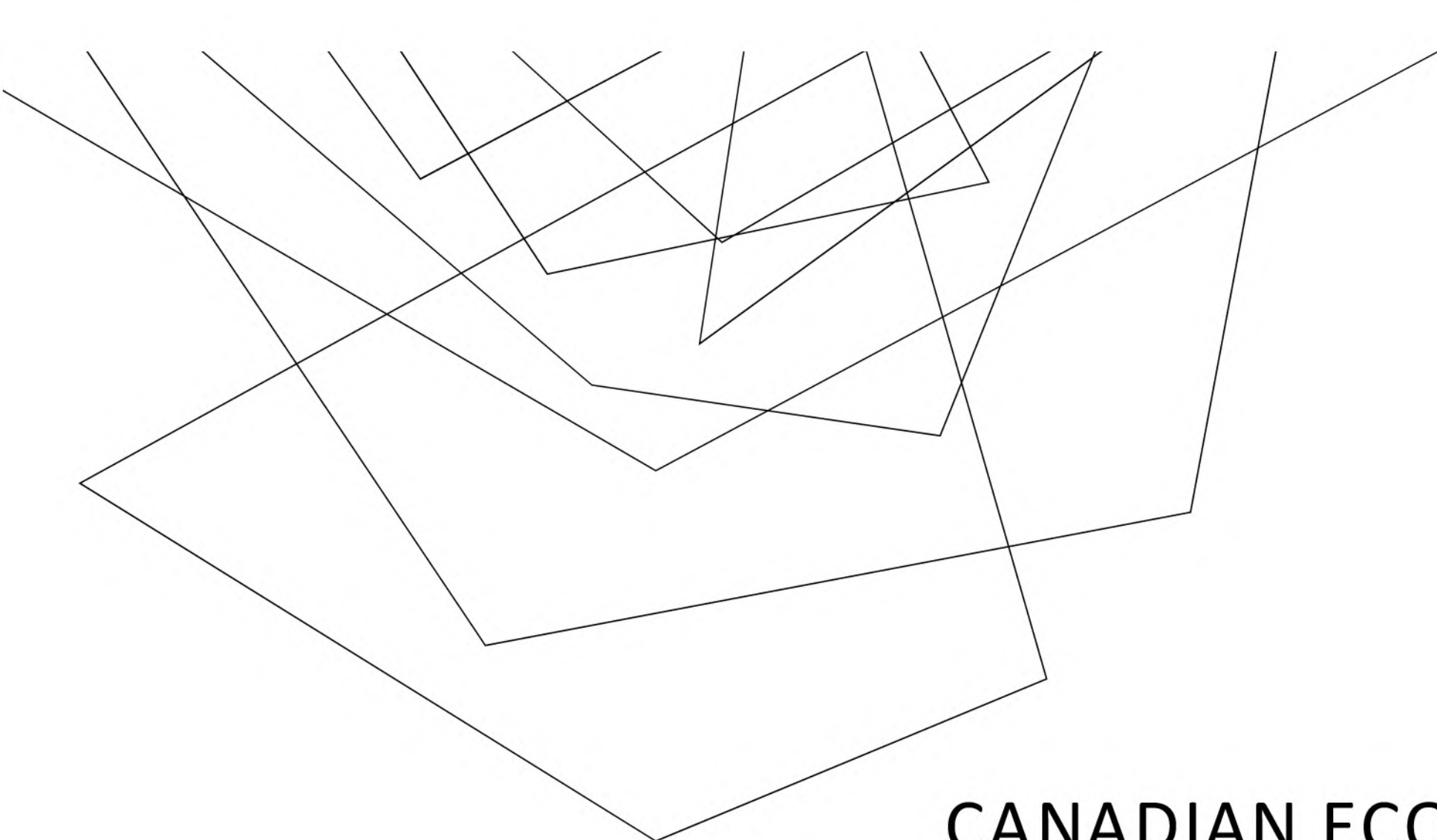
ISED's LS is a departmental legal services unit that is a part of the Business and Regulatory Law Portfolio of the Department of Justice. LS strives to deliver timely and effective professional legal services to all sectors of ISED, as well as to other government departments and agencies of the ISED Portfolio, according to the service agreements and standards set by the Department of Justice.



Alain Vaclair  
Senior General Counsel  
and Executive Director

### Alain Vaclair

Alain Vaclair has been Senior General Counsel and Executive Director for the Portfolio's Legal Services (Department of Justice) since September 2018. From 2013 to 2018, he was the Senior General Counsel and Executive Director for the Public Services and Procurement Canada and Shared Services Canada LS. He was also responsible for the creation and launch of Department of Justice's Centre of Expertise in Procurement Law in 2017.

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# CANADIAN ECONOMIC SNAPSHOT







# THE CANADIAN ECONOMY IN A SNAPSHOT

Note: Data compiled based on published sources as of October 22<sup>nd</sup> 2021.

This section presents a snapshot of the current state of the Canadian economy. It covers the following topics:

The structure of the economy and trends

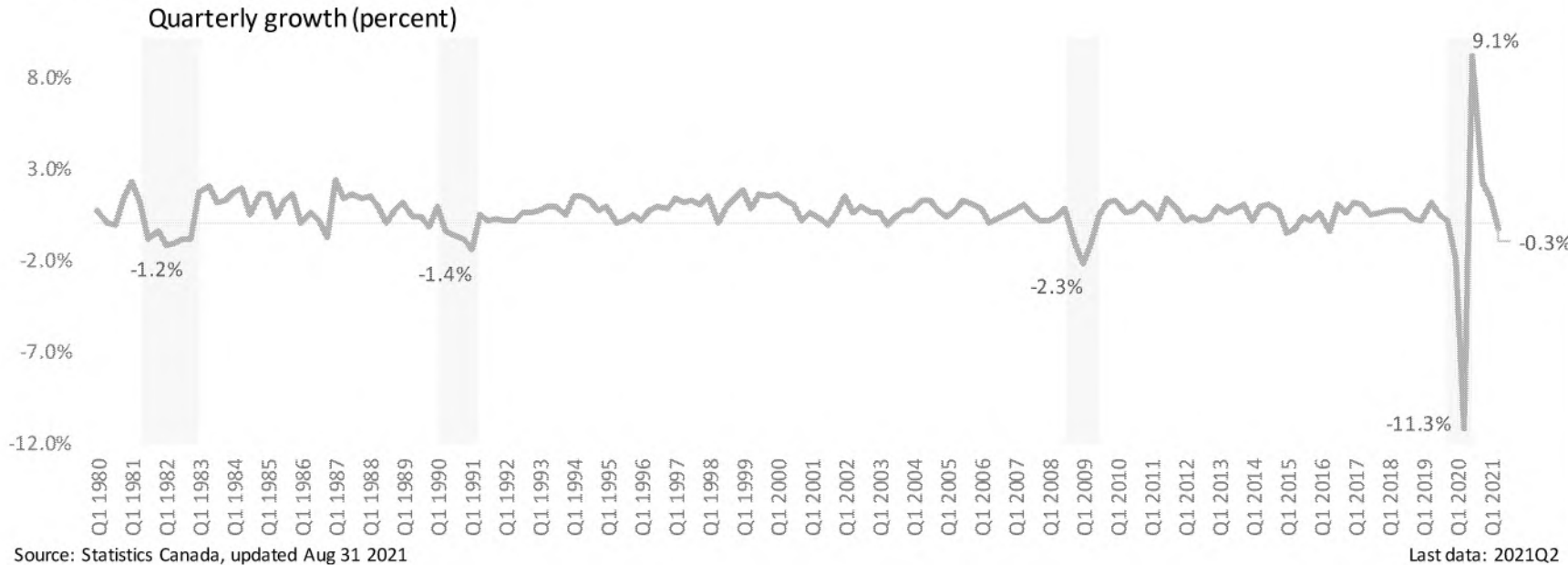
The pandemic and the economic recovery

An economic snapshot by region



# Major economic indicators in Canada are slowly returning to pre-pandemic levels

## Real GDP growth



Q2 2021

GDP  
\$2,463B

GDP/capita  
\$64,567

Exports  
\$727B

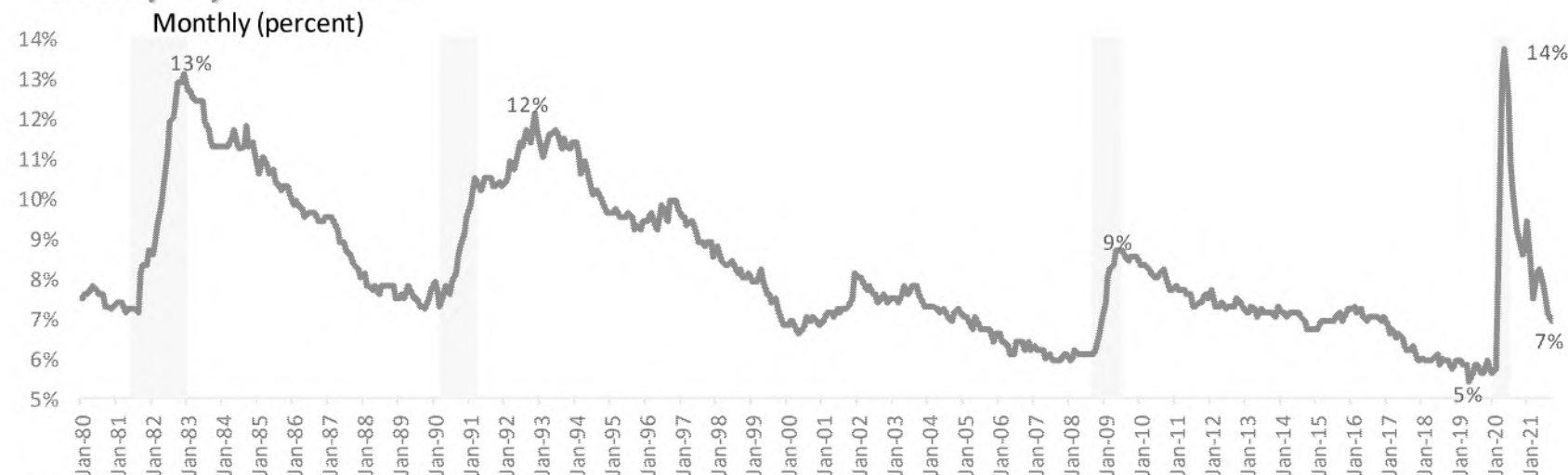
Business  
investment  
\$482B

Canada has the 9<sup>th</sup> largest economy in the world

Open economy with exports at more than a quarter of GDP

Top export markets include US, China, and the UK.

## Unemployment rate



Sept 2021

Employment  
19.1M

Participation rate  
65.5%

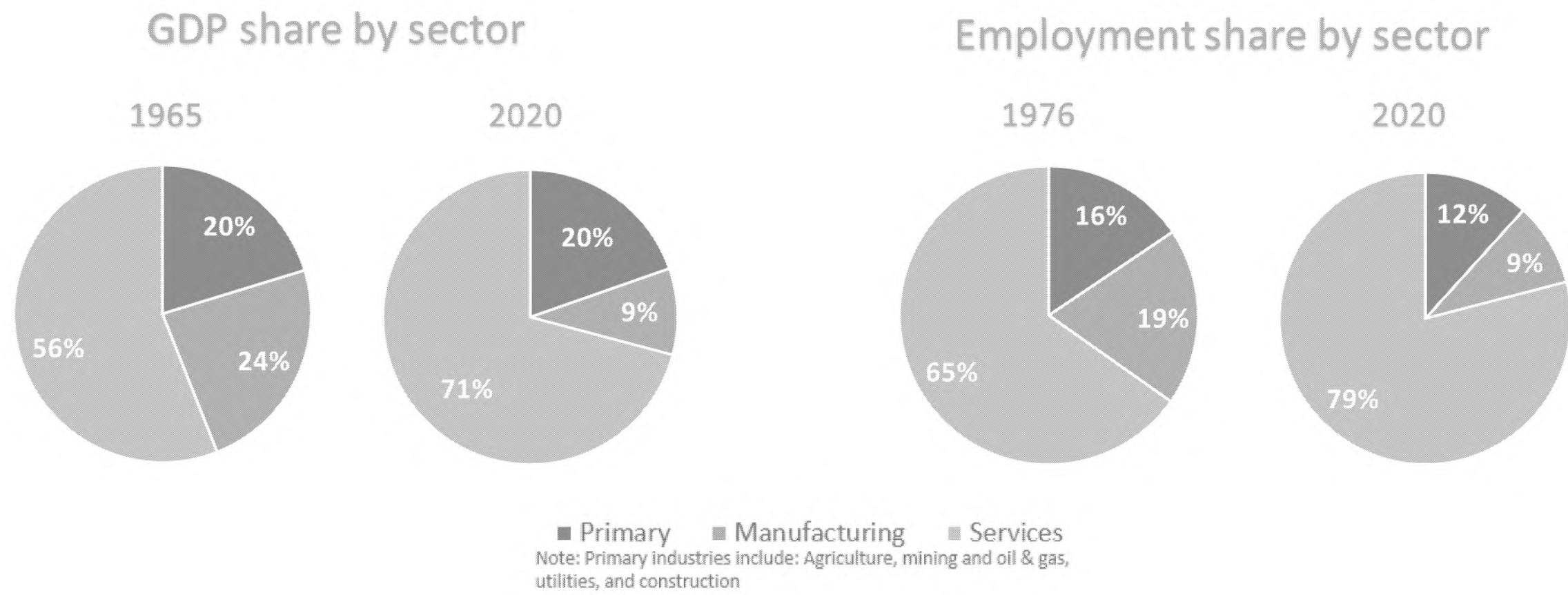
Working-age  
population  
31.4M

Before the pandemic, unemployment reached lowest rate in more than 40 years

The economy reached pre-pandemic employment levels in September



Manufacturing's share of employment and GDP has been on the decline since the 1970s, while services have steadily increased.

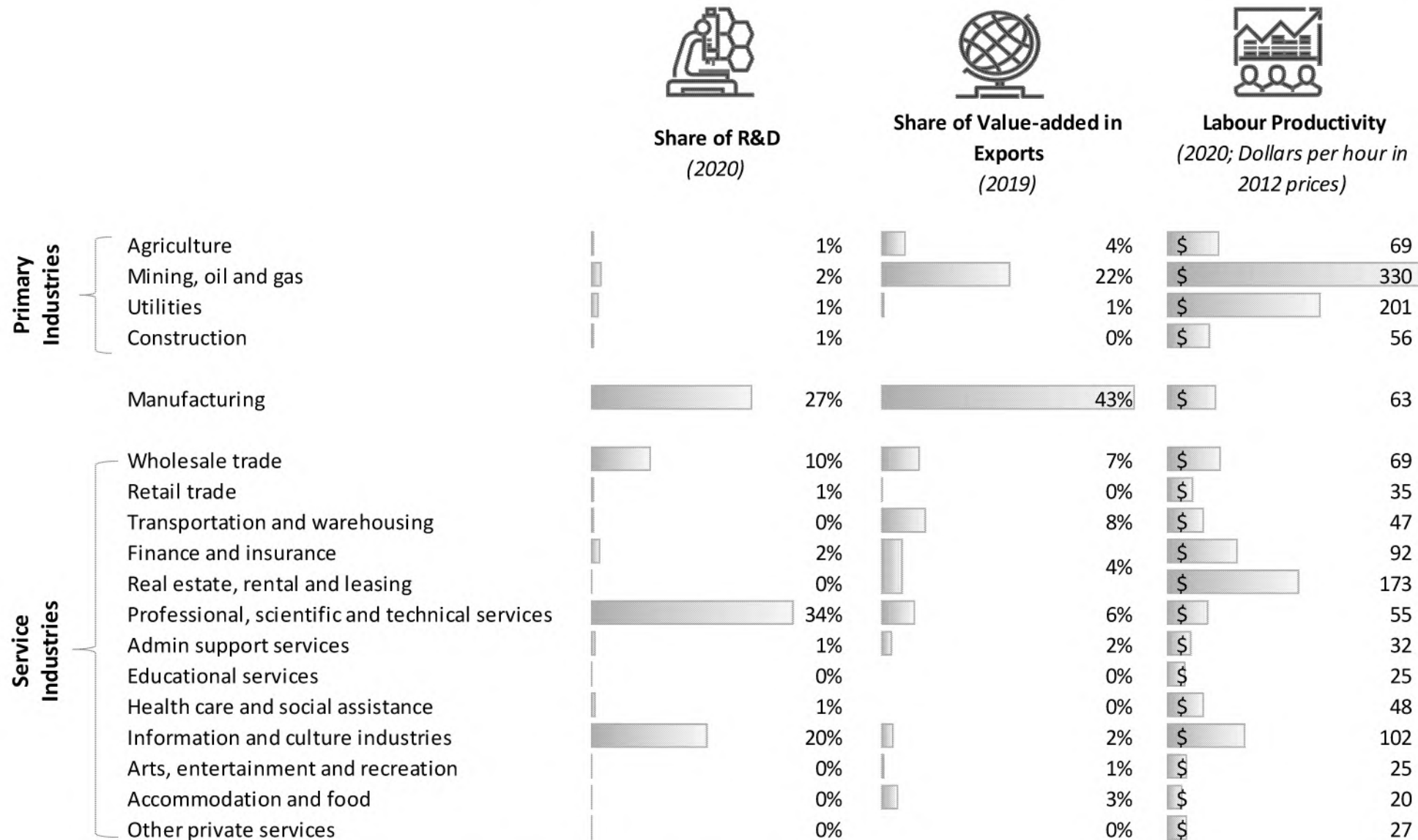


Canada is relatively more reliant on resources compared to many other developed nations.

Source: Statistics Canada; GDP data updated Oct 1 2021; Emp data updated Oct 8 2021



# Research and development (R&D) spending and exports are concentrated in a few sectors, with manufacturing remaining a major player despite its decline



The resource sector is the most productive, followed by utilities and some service sectors requiring skilled labour.

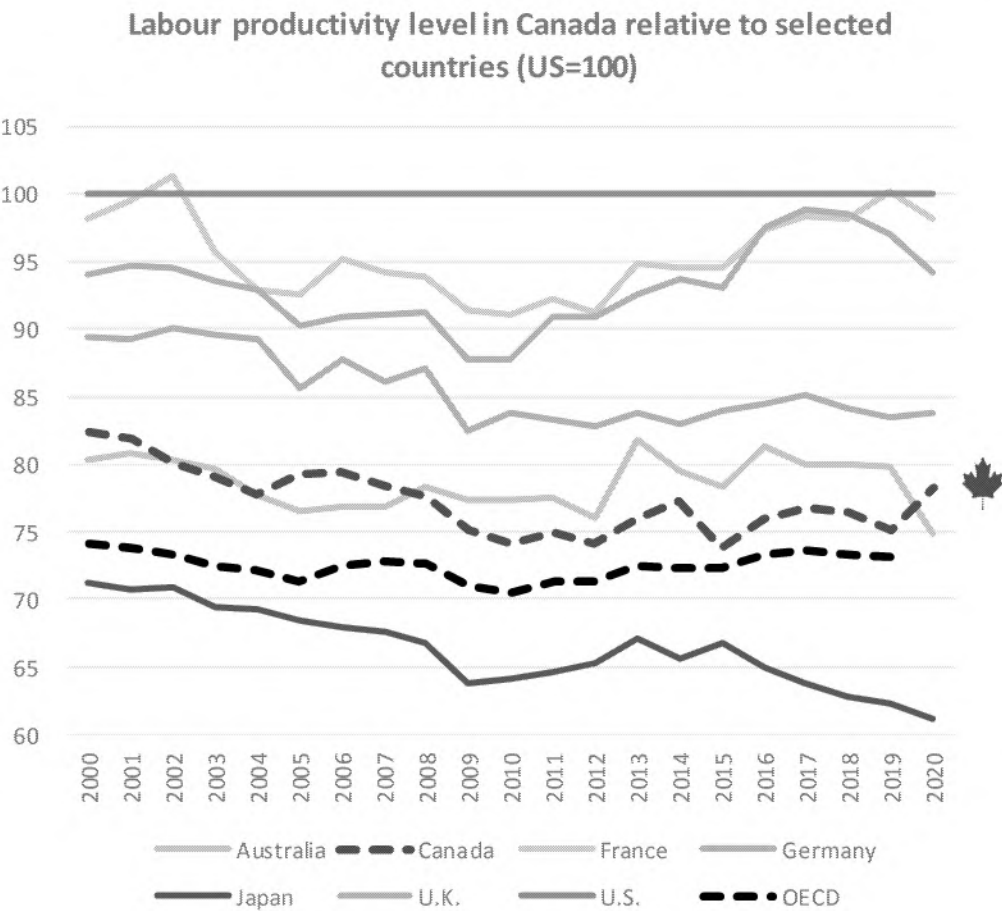


# For many decades, Canada underperformed relative to its peers in terms of labour productivity and innovation performance

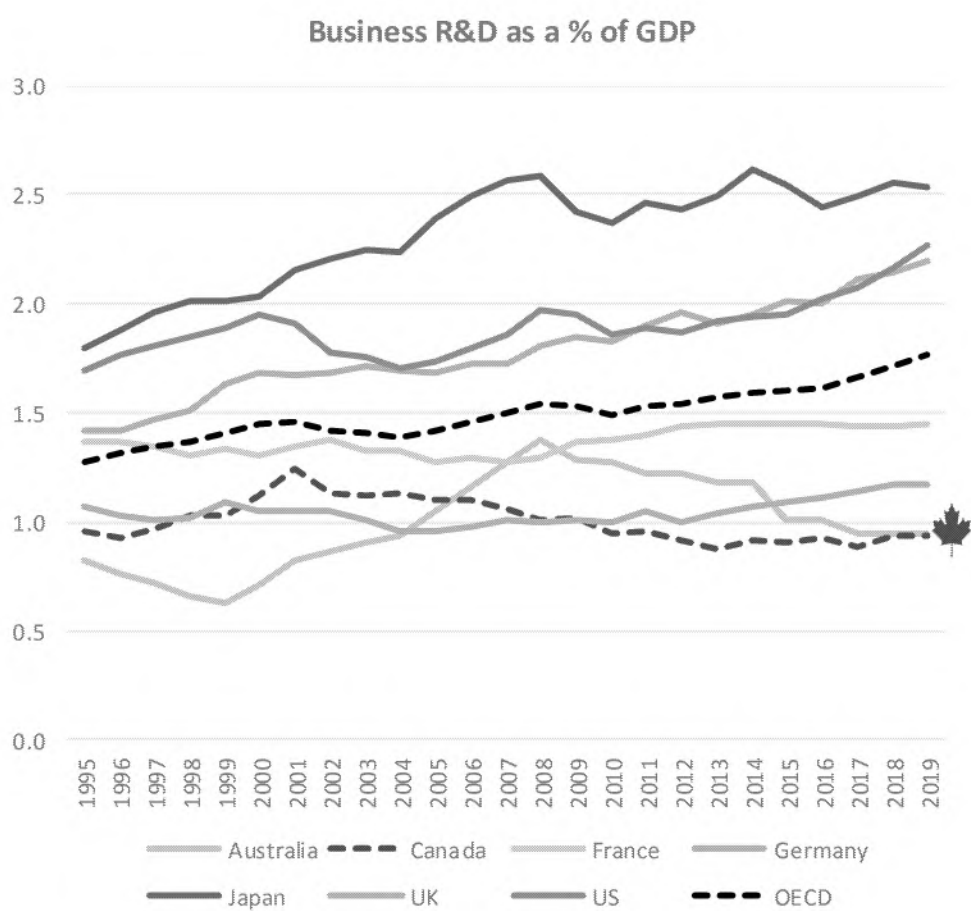


Despite lagging in level, productivity growth in Canada was close to US growth in the past decade.

Canada is not a top performer in innovation, technology adoption and R&D, which could hold back productivity from catching up.



Source: OECD Productivity Statistics Database; updated July 12 2021.



Canadian firms in comparison to the OECD

- 21<sup>st</sup> Business expenditure R&D (2019)
- 22<sup>nd</sup> Cloud computing (2019)
- 10<sup>th</sup> E-commerce (2019)
- 19<sup>th</sup> SME digitalization since onset of COVID

Source: OECD, Statistics Canada

Source: OECD Main Science and Technology Indicators (updated Sept 15 2021); Statistics Canada (updated Aug 24 2021).



# Headwinds are also weighing on the Canadian economy

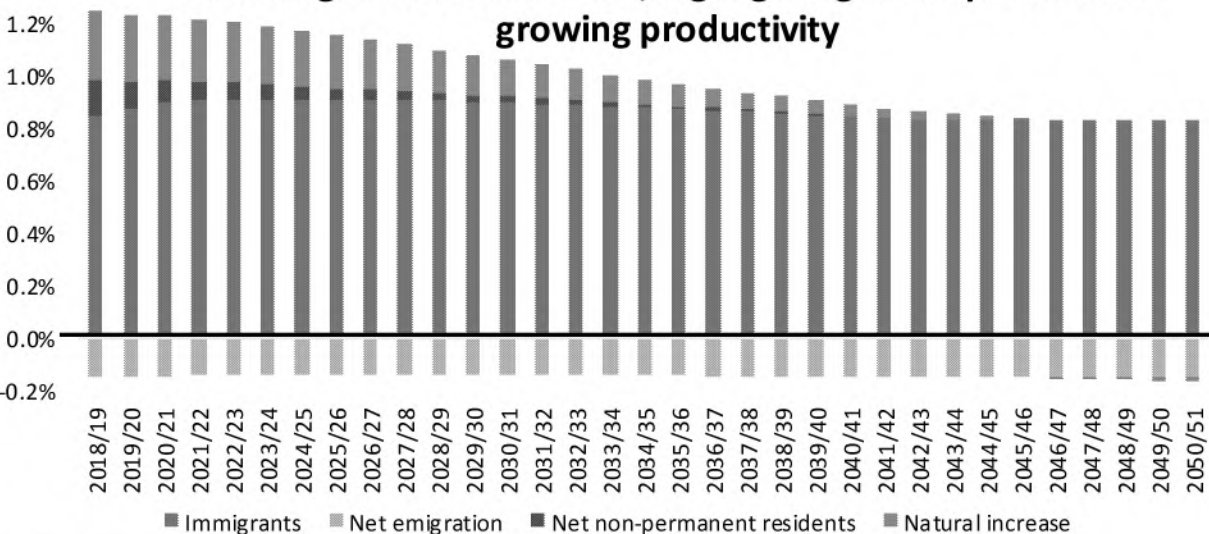
- Demographic forces
- Decline in competitiveness
- Transition to low carbon

## Canada's share of US goods imports steadily decreased over the last two decades



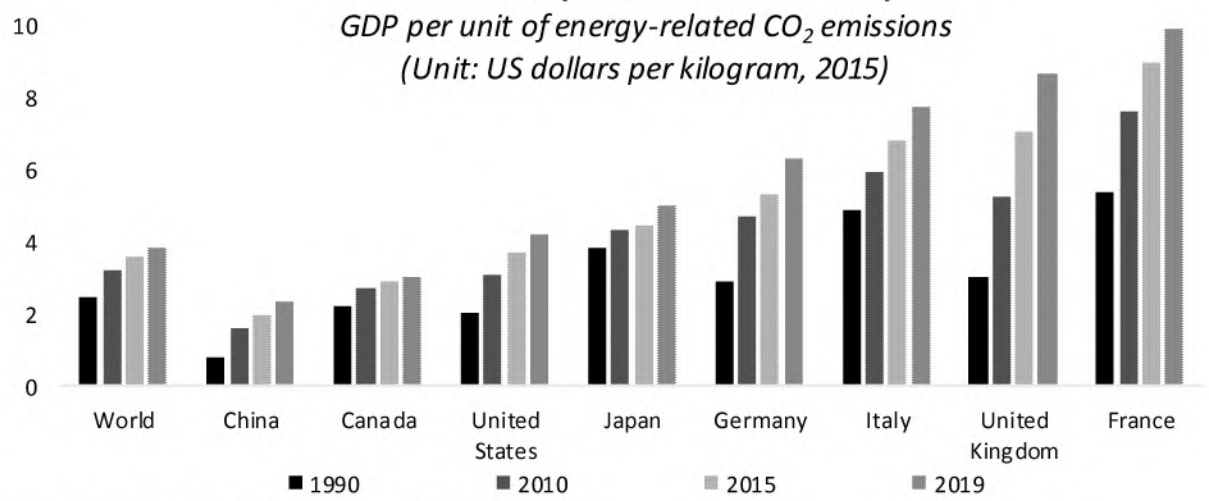
Source: United States International Trade Commission; updated Jun 29 2021.

## Canada's population growth is expected to depend entirely on immigration in the 2040s, highlighting the importance of growing productivity



Source: Statistics Canada; updated Sept 17 2021

## Canada has a more carbon intensive economy that creates less wealth per unit of CO<sub>2</sub> emitted compared to most OECD countries (ranks 36<sup>th</sup> out of 38)



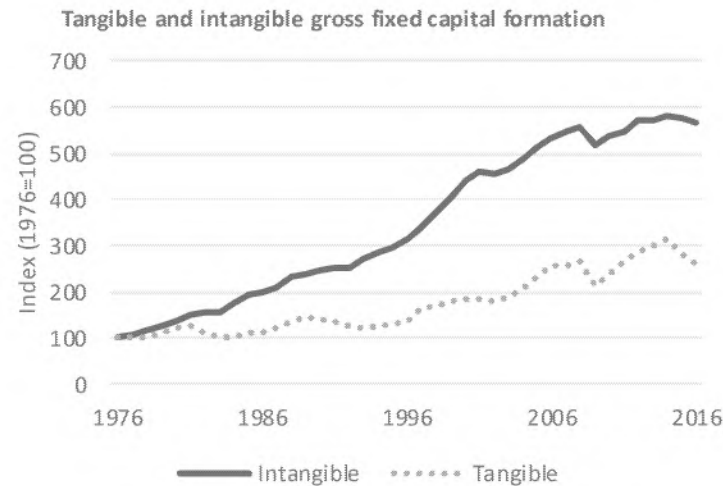
Source: OECD Green Growth Database; updated Dec 2020





# The intangible economy is growing fast, and digital transformation will be a key factor in unlocking Canadian productivity and competitiveness

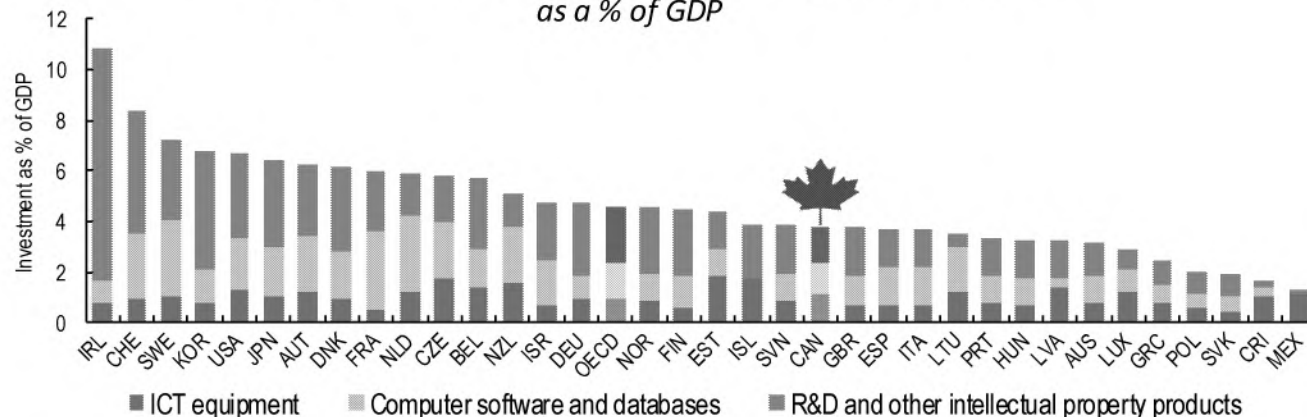
In Canada, and elsewhere, investments in intangibles have outpaced investment in physical assets.



Source: Statistics Canada 2020, Business Sector Intangible Capital and Sources of Labour Productivity Growth in Canada

However, Canada has lagged its OECD peers in investments in intangibles and digital technologies.

Investment in ICT equipment and key intangible assets, 2017  
as a % of GDP



Source: OECD 2019, Measuring the Digital Transformation

Nevertheless, businesses in Canada adapted to the pandemic by accelerating use of digital technologies.

Retail Trade and E-commerce Sales



Source: Statistics Canada; updated Oct 22 2021

Proportion of businesses who adopted or incorporated new digital technologies in 2020

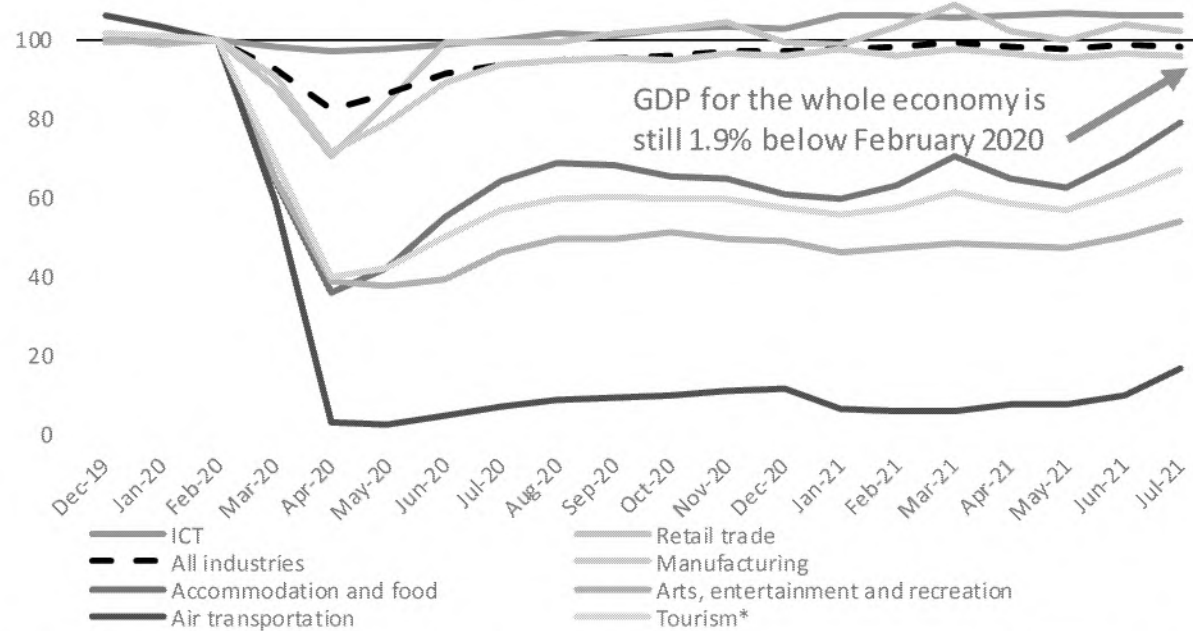


Source: Statistics Canada Canadian Survey on Business Conditions, 2021 Q1



# The impact of the pandemic remains uneven across sectors, and the recovery is expected to take some time

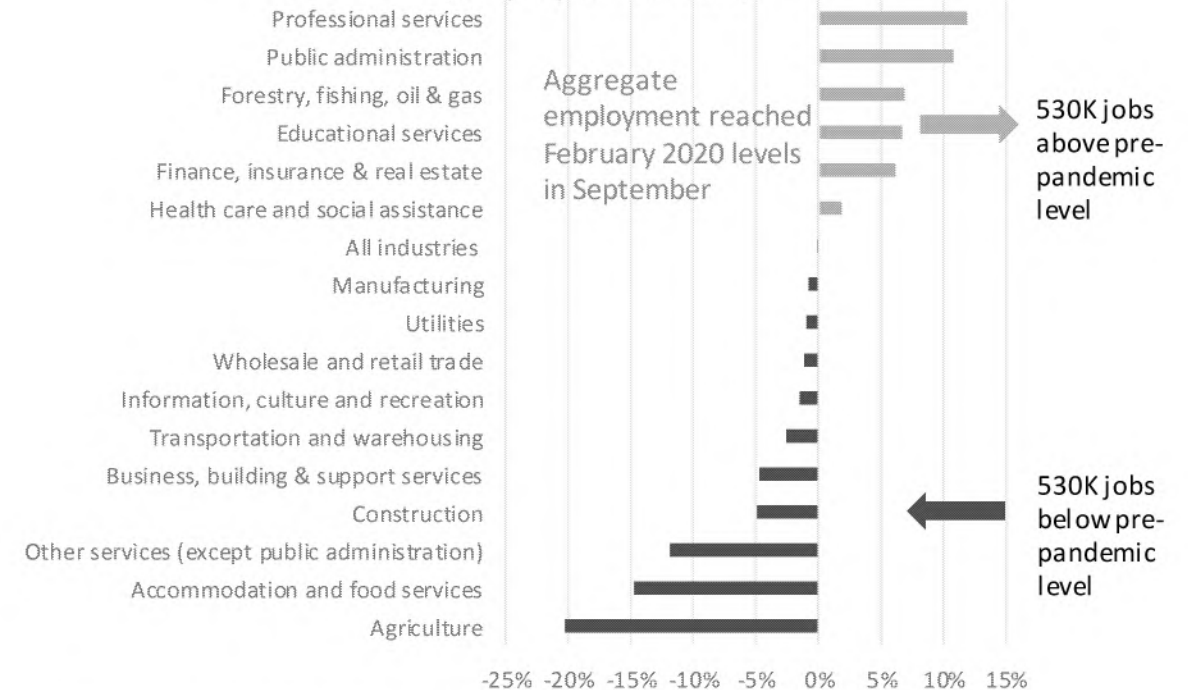
The recovery is under way in most sectors, but remains depressed in sectors involving high-contact services  
(GDP Index February 2020 = 100)



Source: Statistics Canada, updated Oct 1 2021

Last date: July 2021

Employment has recovered in a few sectors  
(as of September 2021)



Source: Labour Statistics Canada, updated Oct 8 2021

## While under way, there are indications the recovery could take time:

- The level of economic activity in hard-to-distance sectors (e.g. tourism-related industries) remains well below pre-pandemic level.
- Supply chain issues may persist and weigh on Canadian exports and imports.
- Many sectors are currently experiencing labour shortages, and the number of long-term unemployed remains elevated.
- There remains uncertainty around the evolution of the pandemic and possible further waves.

## What's up with inflation?

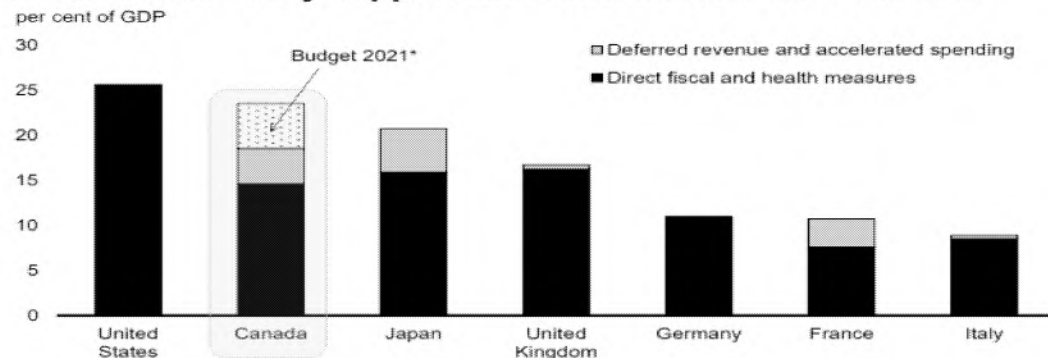
- Inflation reached 4.4% (year-over-year) in September 2021, the fastest pace since February 2003.
- While inflation is expected to ease towards the middle point (2%) of the Bank of Canada's target range, inflation may remain high in the coming months.
- Temporary factors pushing up inflation include higher gasoline, food and home prices. Issues with supply chains also contributed to high inflation in September, reflected in higher prices for passenger vehicles due to shortages of semiconductor chips.





# Canada provided significant support to firms to navigate the pandemic, the majority of it through wage subsidy and interest-free loans

## Significant Fiscal Policy Support Announced across G7 Countries



Notes: The timeframe for the announced measures is country-specific. Excludes the proposed *American Jobs Plan* for the U.S. (unveiled March 31, 2021) and Germany's supplementary budget for 2021 and Budget 2022 planned net new borrowing (unveiled March 24, 2021).

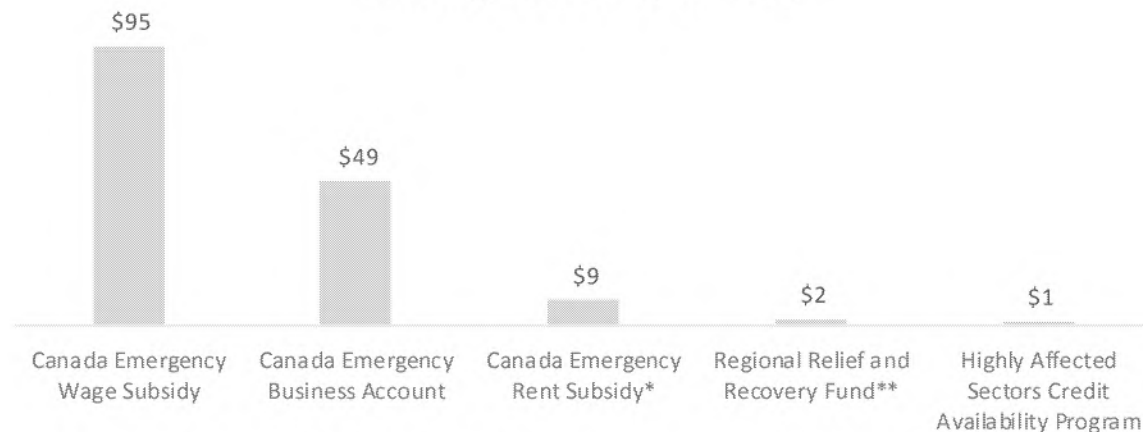
\* Includes commitments made in Chapter 3 of the 2020 *Fall Economic Statement* and policy actions since, including Budget 2021.

Source: International Monetary Fund, April 2021 *Fiscal Monitor*, includes announced measures as at March 17, 2021; Department of Finance Canada calculations.

Industries receiving the most support in terms of dollar values were harder hit (e.g., accommodation and food services) or employing workers paid higher wages (e.g., manufacturing).

Uptake (share of firms claiming support) was widespread across the economy and especially high in hard-hit sectors.

## Funding to date (\$ Billions)



Note: Funding figures as of October 10, 2021 (CEWS, CERS), October 7, 2021 (CEBA), June 30 2021 (HASCAP).

\*Includes support from both the Canadian Emergency Rent Subsidy and its predecessor (Canadian Emergency Commercial Rent Assistance)

\*\*Value is total funding for the program; other program values are for approved claims.

|                                             | Share of Total Funding | Uptake by Employer Businesses |      |      |  |
|---------------------------------------------|------------------------|-------------------------------|------|------|--|
|                                             |                        | CEWS                          | CEBA | CERS |  |
| Agriculture, mining, oil and gas, utilities | 5%                     | 25%                           | 54%  | 2%   |  |
| Construction                                | 13%                    | 34%                           | 55%  | 4%   |  |
| Manufacturing                               | 13%                    | 51%                           | 56%  | 17%  |  |
| Professional services                       | 10%                    | 27%                           | 47%  | 7%   |  |
| Accommodation and food services             | 9%                     | 54%                           | 70%  | 42%  |  |
| Retail trade                                | 9%                     | 36%                           | 61%  | 19%  |  |
| Management and admin services               | 8%                     | 31%                           | 49%  | 9%   |  |
| Education and health                        | 7%                     | 40%                           | 57%  | 17%  |  |
| Wholesale trade                             | 6%                     | 43%                           | 54%  | 13%  |  |
| Transportation and warehousing              | 6%                     | 20%                           | 55%  | 3%   |  |
| Other services                              | 5%                     | 36%                           | 57%  | 22%  |  |
| Finance and real estate                     | 5%                     | 17%                           | 38%  | 4%   |  |
| Arts, entertainment and recreation          | 2%                     | 46%                           | 58%  | 25%  |  |
| Information and cultural                    | 2%                     | 36%                           | 48%  | 11%  |  |

Note: Share and uptake % based on ISSED internal analysis on CEWS, CEBA, CERS and CECRA program data linked to tax data as of Feb 15, 2021, Jan 26 2021, Apr 12 2021, and Mar 14 2021.



# Small businesses are economically important and were hard hit by the pandemic

Vast majority of businesses are small (98% have less than 100 employees); these businesses employ 64% of workers.

Distribution of Employer Businesses, 2020



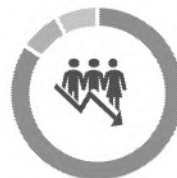
- Small (1-99 employees)
- Medium (100-499 employees)
- Large (500+ employees)

Distribution of Employment, 2020



Small businesses accounted for 36% of net employment growth from 2014–2019....

... and, 84% of the decline from 2019–2020.



In 2020, 90% of exporters were small businesses...

... and, accounted for 20% of the value of exports.



Source: ISED. Key Small Business Stats 2021 (forthcoming).

Smaller businesses had higher uptake of CEBA loans, which helped them maintain liquidity during the pandemic.

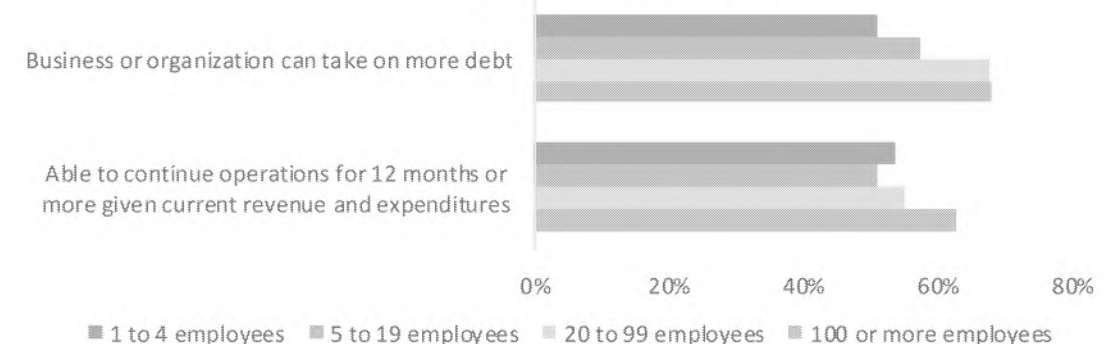
Uptake of Program Support by employee size class



Note: Share and uptake % based on ISED internal analysis on CEWS, CEBA, CERS and CECRA program data linked to tax data as of Feb 15, 2021, Jan 26 2021, Apr 12 2021, and Mar 14 2021.

Despite support, smaller businesses are less likely to be able to take on more debt and less likely to have revenues capable of sustaining their operations.

Business Stability (Survey, Q3 2021)



Source: Statistics Canada. Canadian Survey on Business Conditions, Q3 2021.





# Business outlook has improved, but many businesses remain in a tenuous position

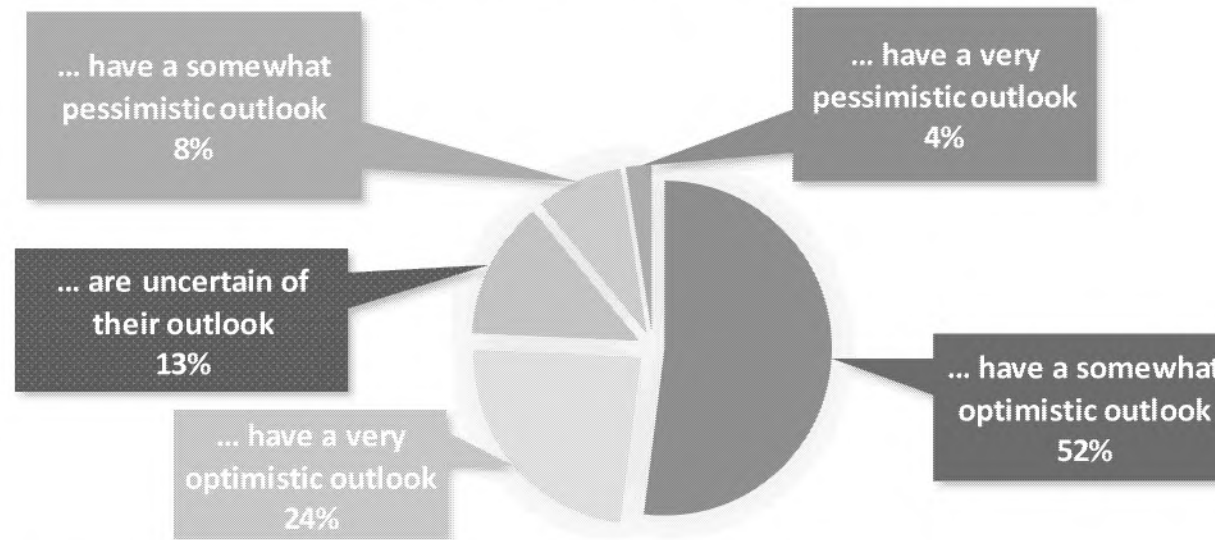
## Canadian Survey on Business Conditions—Q3 2021

Overall conditions and business sentiment have improved in 2021; a majority of firms report positive prospects.

However, some businesses remain unable to take on debt and may not be able to continue operations under a protracted *start-stop* recovery.

Labour shortages and rising input costs were the most commonly cited near-term obstacles. This coincides with a surge in job vacancies in Q2 of 2021 (25% increase leading to record high 730K vacancies).

### Business Outlook: Over the next 12 months, firms ...



### Business Survival



- 19.0%** reported that they **were unable to take on more debt**
- 17.7%** reported that they can continue to operate at their current level of revenue and expenditures for **less than 12 months** before considering **laying off staff**
- 6.8%** reported that they can continue to operate at their current level of revenue and expenditures for **less than 12 months** before considering **closing or declaring bankruptcy**



Businesses with < 20 employees



Tourism-related industries



More pessimistic outlook



Less able to take on more debt



Less likely to be able to operate for 12+ months under current conditions



Tourism related industries experiencing large labour shortages

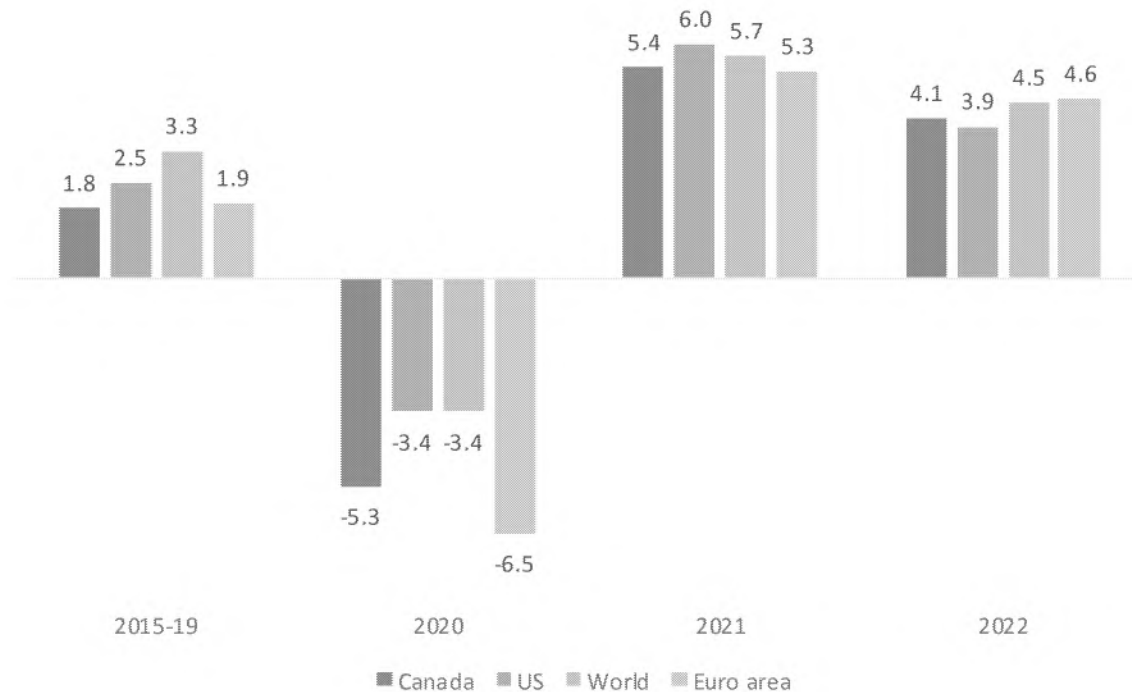




# While medium-term growth prospects for Canada are encouraging, the full extent of the impact of the pandemic is not yet known

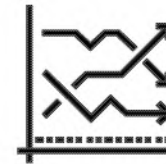
GDP forecast for Canada are generally positive. Canadian growth is expected to match other OECD economies.

Growth is expected to be strong over the next two years  
Annual GDP growth (%)



Source: OECD, Economic Outlook Interim Report (September 2021).

## What has the pandemic changed?



Over the short term, some hard-hit sectors are still reliant on direct support; labour shortages are hampering the recovery in many sectors; and inflation is currently unusually elevated, higher than in the last decade.



Accelerated adoption of digital technologies, including clean technologies, could act as a catalyst for business investment, productivity growth, and innovation.



As a small open economy, Canada could be suffering from world-wide reorganization of supply chains that were disrupted by the pandemic.



The way of work, including automation and teleworking, could impact labour market participation, skill accumulation and mismatch, and ultimately labour productivity.



Demographic forces are likely to limit long-term growth and living standards prospects. This requires strong labour market participation, including from underrepresented groups and those most affected by the pandemic.





# Regional economic snapshot



## Territories

### Demographics

- Young, highly dispersed population; average median age of 33 years (41 years for Canada)
- Large Indigenous population: NU – 86%, NWT – 51%, YT – 23%

### Economy

- Strong projected growth, with forecasted averages of 12.3% in 2021 and 3.1% in 2022 (significantly weaker forecasts for NWT)
- Much of Canada's natural resource potential lies in the territories (76% of projects north of 60 are undeveloped, including many critical materials)
- Opportunities to diversify through expansion of the blue economy and tourism
- Increased international interest in the region

## Pacific

### Demographics

- 14% of Canada's population (5.1 million)
- Highest annual growth among four largest provinces since 2017 (1.4% per year)
- Diverse: 30.2% visible minority population relative to 22.2% in all of Canada

### Economy

- Real estate was 20% of BC GDP in 2020, highest in Canada
- Resource industries (mining, forestry, natural gas) are major rural employers. Trends of interest in these industries include the matter of Indigenous jurisdiction, commodity price changes, and environmental considerations.
- Strengths in innovative sectors (digital, clean tech, life sciences) with success stories/unicorns
- Customer-facing industries (tourism, retail) struggling with ongoing pandemic, debt, and labour shortages

## Prairies

### Demographics:

- Population over 7 million (4.4 million in AB), about 20% of population in Canada
- Diverse: 39% of Canada's Indigenous population

### Economy

- Accounts for 26% of Canada's exports
- Rich in natural resources and prominent agriculture sector
- Hardest hit GDP in 2020, above national average post-pandemic growth

## Northern Ontario

### Demographics

- Dispersed and aging, with minimal population growth
- High proportion of Francophone Canadians and strong Indigenous presence

### Economy

- Resource-base, but emerging sectors, particularly in digital and battery electric vehicles (BEV), are becoming more important in the mining and related sectors but labour shortages in skilled trades continue
- Inadequate connectivity in many communities is also a barrier to economic growth

## Quebec

### Demographics

- 23% of Canada's population
- Quebec's share of all immigrants admitted to Canada was 11.9% in 2019
- Employment growth forecast of 4.2% in 2021

### Economy:

- Major innovative clusters e.g. clean energy, aerospace, life sciences, zero-emissions vehicles, ICT, AI, aluminum and maritime
- Quebec-based firms received 24% (\$599M) of Canada's venture capital share in 2020
- Well-established networks of R&D centres/consortiums and technology transfer offices and highest BERD per capita
- Average masks multiple realities: urban/rural, connectivity, job types/creation

## Southern Ontario

### Demographics

- 36% of Canada's population; attract about 40% of newcomers to Canada
- 1.6 million people live below Canada's poverty line in Ontario (42% of total)

### Economy

- Ontario is about 39% of Canada's GDP; 4% growth forecast in 2021 and 2022
- Rapidly growing tech sector with record-setting VC activity, and a number of companies reaching unicorn status. The ICT sector is leading this growth.
- Key cluster strengths in areas of global demand (e.g. AI, cleantech, fintech, digital health, digital education, regenerative medicine)

## Atlantic Canada

### Demographics

- Population of 2.5 million
- Low immigration retention and fastest aging population in Canada
- Highest share of rural population in Canada: 46%

### Economy

- Significant export decline in 2020 (-22.5%), especially in NL (-29.4%)
- Strong growth potential in sectors such as ICT, life and biosciences, oceans and clean technologies, food, tourism, mining, and aerospace and defence
- Critical shortage of labour and skills, especially in rural areas; 55% of Atlantic firms reporting hiring difficulties



# STRATEGIC COMMUNICATIONS AND MARKETING







# STRATEGIC COMMUNICATIONS AND MARKETING

ISED's communications services will work hard to help you communicate how the Government is supporting the Canadian economy, businesses, and consumers.

## Ministerial Services

The Ministerial Services team works closely with the ministers' offices, deputy ministers' offices, regions, portfolio partners, sector colleagues, and stakeholders to develop communications products and coordinate other activities relating to public events. The team provides strategic communications advice that helps drive results of key mandate commitments, with resources devoted to:

- **Ministerial liaison**
- **Media relations**
- **Media monitoring**
- **Parliamentary affairs**
- **Issues management**
- **Speechwriting**
- **Strategic advisory services**
- **Portfolio partners**

## Digital Media and Marketing

The Digital Media and Marketing team supports departmental and ministerial priorities through public opinion research and marketing, as well as editorial and creative services. The team also manages the Department's social media and web channels, as well as its national contact centre. Resources include:

- **Public opinion research / consultations**
- **Marketing**
- **Editorial services**
- **Creative services**
- **Social media**
- **Corporate communications**
- **Web communications**
- **National contact centre**



## Social Media and Web

\* Engagement source: Hootsuite Analytics (Sept. 1, 2020, to Aug. 31, 2021)

### SOCIAL MEDIA CHANNELS

Over 578K followers across 25 accounts (English and French)

#### Canada Business



Followers: 183.9K  
Engagement: 10.6K



Fans: 101K  
Engagement: 23.8K



Fans: 14.3K  
Engagement: 14.5K

#### Canadian Innovation



Followers: 42.5K  
Engagement: 17.2K



Fans: 15.8K  
Engagement: 20.4K



Fans: 8K  
Engagement: 1.7K



Followers: 92K  
Engagement: 25K



Subscribers: 14K

#### Canadian Science



Followers: 9.4K  
Engagement: 5.4K



Fans: 67K  
Engagement: 4.7K



Fans: 9.7K  
Engagement: 2.1K

#### Canadian Tourism



Followers: 15K  
Engagement: 3.7K



Fans: 6K  
Engagement: 3.4K

### WEB PRESENCE

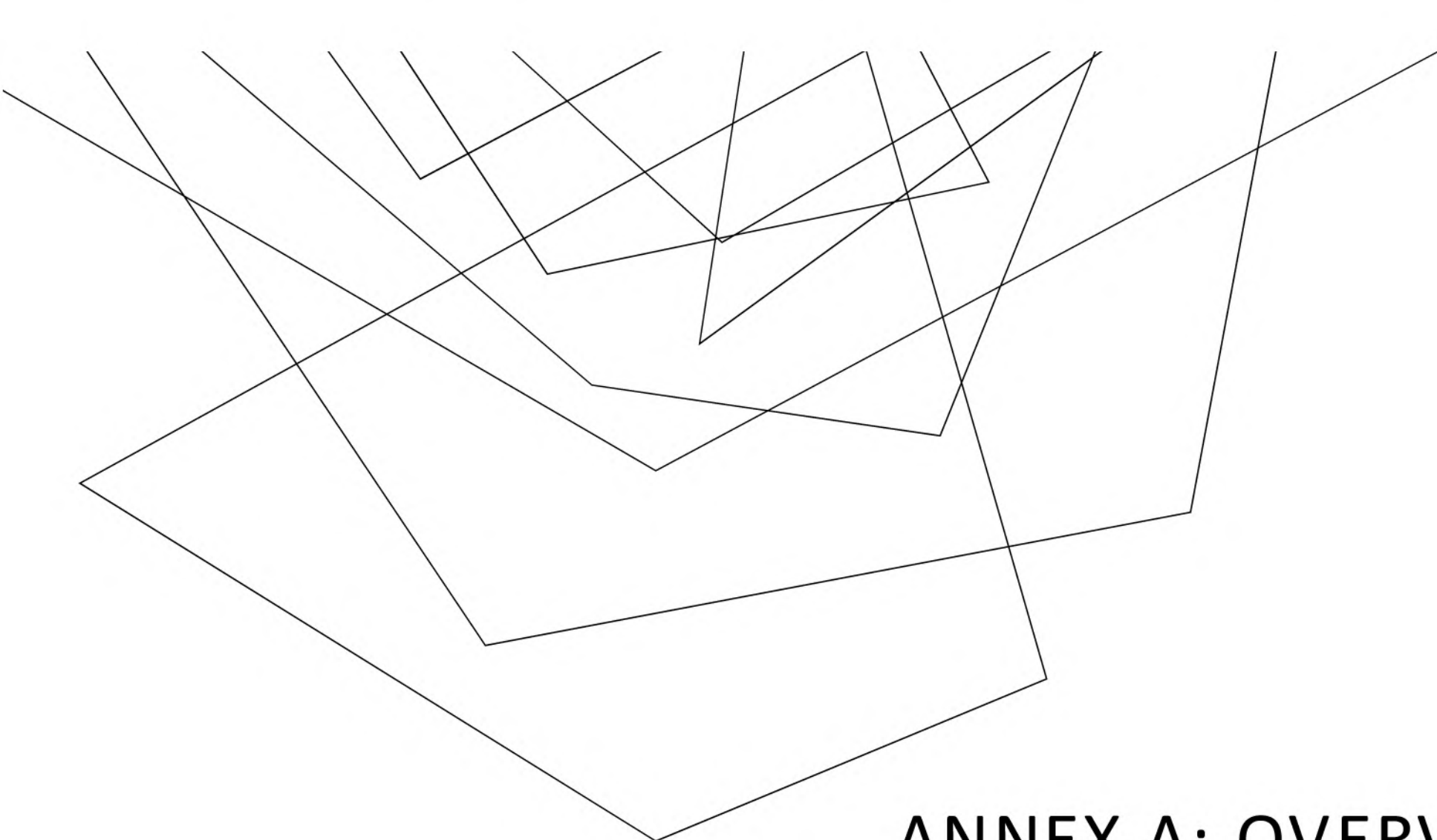
[ic.gc.ca](https://ic.gc.ca): more than 47K web pages

- 20.2M+ visits
  - 80+ online applications
- \* From Sept. 1, 2020, to Aug. 31, 2021

ISED manages three themes on [Canada.ca](https://Canada.ca):

- [Business and industry](#)
- [Science and innovation](#)
- [Money and finances](#)



A large, abstract graphic consisting of several thin, black, overlapping lines that form a complex, geometric shape, resembling a stylized map or a network diagram, located in the upper left portion of the page.

# ANNEX A: OVERVIEW OF BODIES WITH KEY LINKAGES TO YOUR MANDATE





## BODIES WITH KEY LINKAGES TO YOUR MANDATE

- Regional Development Agencies (outside ISED portfolio)
  - Atlantic Canada Opportunities Agency
  - Canada Economic Development for Quebec
  - Federal Economic Development Agency for Northern Ontario
  - Federal Economic Development Agency for Southern Ontario
  - Prairies Economic Development Agency of Canada
  - Pacific Economic Development Agency of Canada
  - Canadian Northern Economic Development Agency





## REGIONAL DEVELOPMENT AGENCIES (RDAS) (OUTSIDE THE ISED PORTFOLIO, WITH SEPARATE MINISTERS)

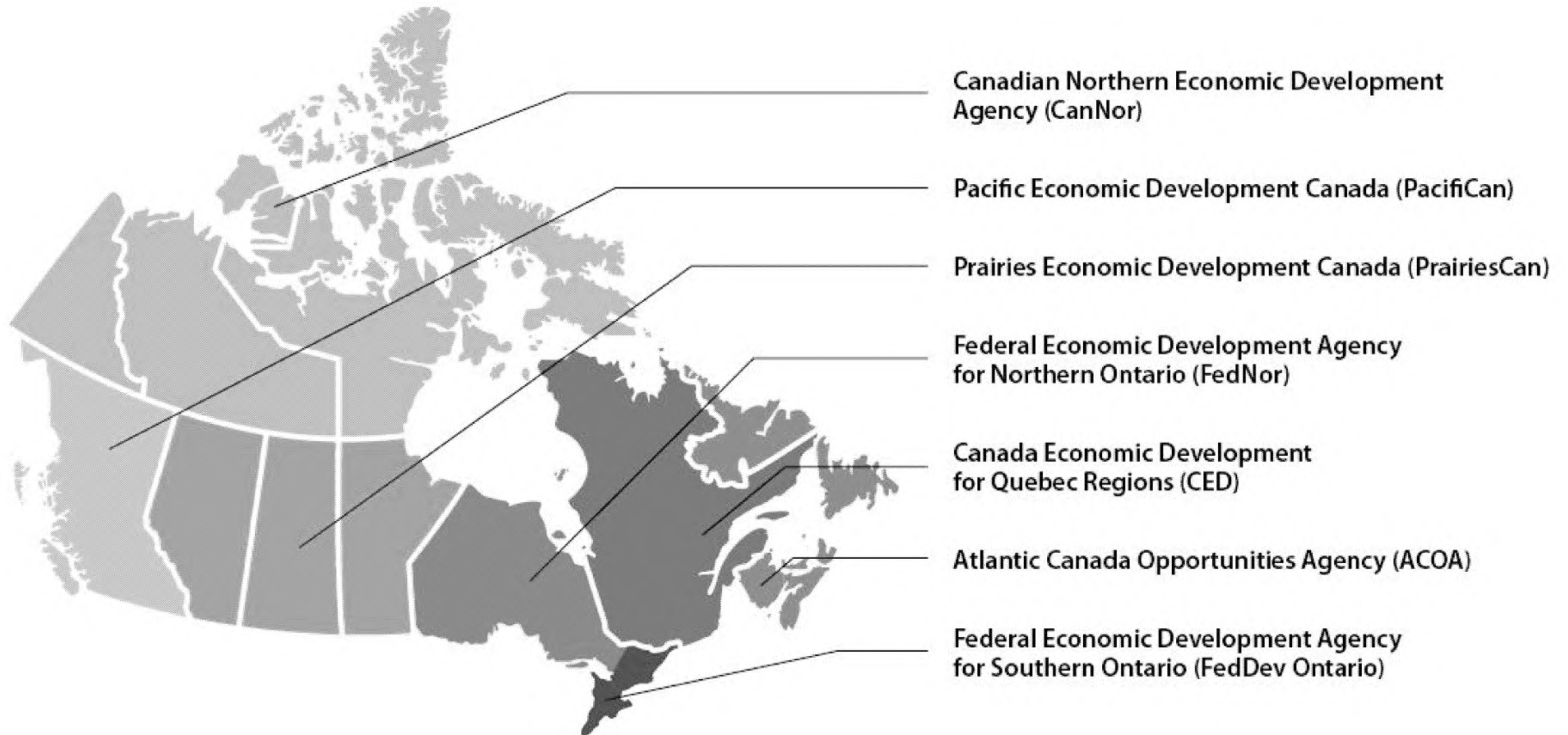
RDAs are the dedicated federal actors supporting the economic development of Canada's regions. They carry out their mandate through key activities tailored to local needs and regional realities:

- i) strategic investments in businesses (focus on business innovation, growth, exports);
- ii) support for regional ecosystem growth through intermediary organizations and bringing together economic actors; and
- iii) support for development and diversification of regional economies to foster community vitality.

The RDAs currently administer the Regional Economic Growth through Innovation (REGI) Program, which is a nationally coordinated, regionally tailored program focused on business productivity/scale up and regional innovation ecosystems. The nationally consistent program ensures that all Canadian businesses have the same access to necessary supports.



## REGIONAL DEVELOPMENT AGENCIES (RDAS)







# ATLANTIC CANADA OPPORTUNITIES AGENCY (ACOA)

## Mandate

ACOA works to increase opportunity for economic development in Atlantic Canada and, more particularly, to enhance the growth of earned incomes and employment opportunities in that region. ACOA supports the Government’s economic priorities by delivering programs to firms and communities and by advocating for the interests of Atlantic Canada. ACOA plays a convener role with federal, provincial, and other stakeholders to promote a collaborative, integrated approach.



**Francis McGuire**  
President

Budget: \$346.8M\*  
FTEs: 584  
Headquarters: Moncton, NB  
*\*2021–2022 forecasted expenditures*

## Governance

The President is appointed by the Governor in Council and is responsible for the administration of ACOA's operations and its employees.



# Atlantic Canada Opportunities Agency







## ATLANTIC CANADA OPPORTUNITIES AGENCY



### MANDATE

**Objective:** To support and promote opportunity for economic development in Atlantic Canada, with particular emphasis on small and medium-sized enterprises.

**Legislated Mandate:** To increase opportunity for economic development in Atlantic Canada and, more particularly, to enhance the growth of earned income and employment opportunities.

- **30 service points** throughout Atlantic Canada
- **Over the past decade** (fiscal years 2011–2012 to 2020–2021):
  - ACOA approved an annual **average of 1248 projects**.
    - The average **approved contribution** was **\$233,279**.
  - On average each year, ACOA assisted **973 businesses** and invested in **336 communities**.
  - On average, ACOA's **annual spending** was **\$276M**.
  - In the last full fiscal year (**2020–2021**), ACOA's actual spending was **\$575M**.
    - Approximately **\$496M in grants and contributions**
    - Nearly **\$79M in operating funds**

Supports the Government's economic priorities:

- Targeted, integrated, place-based approach
- Delivers programs to firms and communities
- Supports federal-provincial collaboration
- Provides intelligence on the Atlantic economy to various federal departments

Support is provided through:

- Flexible tools and programs
- Repayable contributions to businesses
- Non-repayable contributions to community and support organizations
- Convening and pathfinding



## KEY ACTIVITIES

Under the direction of senior leaders, ACOA has been focusing its efforts and investments on key areas:

- Advanced manufacturing
- Food
- Green technology
- Immigration
- Indigenous economic development
- Ocean industries such as fisheries, aquaculture, and seafood processing
- Startup ecosystem
- Tourism

## RESULTS SNAPSHOT

**Sales by ACOA-assisted firms grew** by an average of **3.9% per year**, compared to 0.9% for comparable firms.  
*(2020 Client Performance Report, ACOA)*

**Total exports by ACOA-assisted commercial firms** totaled **\$2.4B** in 2017, up from \$1.9B in 2012, representing an average increase of 5% per year. *(2020 Client Performance Report, ACOA)*

For **every dollar** invested by ACOA in community projects, **other funding sources invested \$0.58.**





# CANADA ECONOMIC DEVELOPMENT FOR QUEBEC REGIONS (CED)

## Mandate

CED promotes the long-term economic development of the regions of Quebec by giving special attention to those where slow economic growth is prevalent or opportunities for productive employment are inadequate. CED promotes co-operation and complementarity with Quebec and communities in Quebec, working to respond to economic challenges unique to the Quebec regions. CED has knowledge and expertise of the realities of the various regions of Quebec and offers financial support and guidance to small and medium-sized enterprises and economic organizations in order to respond to issues as they are experienced on the ground.



**Manon Brassard**  
Deputy Minister/President

Budget: \$642M\*

FTE: [390]

Headquarters: Montréal, QC

*\*Planned budget 2021-2022*

## Governance

The President is appointed by the Governor in Council and is responsible for the administration of the Agency's operations and its employees.



# Canada Economic Development for Quebec Regions

A federal asset anchored in Quebec, for Quebec





# CANADA ECONOMIC DEVELOPMENT FOR QUEBEC REGIONS



**We are present in all regions of Quebec, at the heart of  
distinct economic dynamics**

## MISSION

“Promote the long-term economic development of the regions of Quebec by giving special attention to those where slow economic growth is prevalent or where opportunities for productive employment are inadequate.

Promote cooperation and complementarity with Quebec and communities in Quebec.”

- Section 10 of the *Economic Development Agency of Canada for the Regions of Quebec Act*

### **Our vision:**

Promote equity of economic opportunity in all regions, maximizing their ability to thrive in the new economy.

### **Our focus:**

Work on the factors of prosperity and vitality of the regions in order to create the conditions and the business climate for long-term economic growth, according to their realities.

### **Our approach:**

- *place-based*, building on local assets and potential, and encouraging investments that benefit all
- *multi-dimensional and flexible*, integrating economic, social, institutional (cultural), and environmental dimensions to provide tailored solutions
- *Collaborative*, with a focus on coordinated approaches, based on local contexts and in consultation with the Government of Quebec, key stakeholders, and our federal partners.

**Head office in Montréal, QC  
12 business offices in all  
regions**

- On-the-ground knowledge of the factors influencing the development of each region
- Adapted financial support and accompanying through interventions focused on SMEs and the organizations that support them

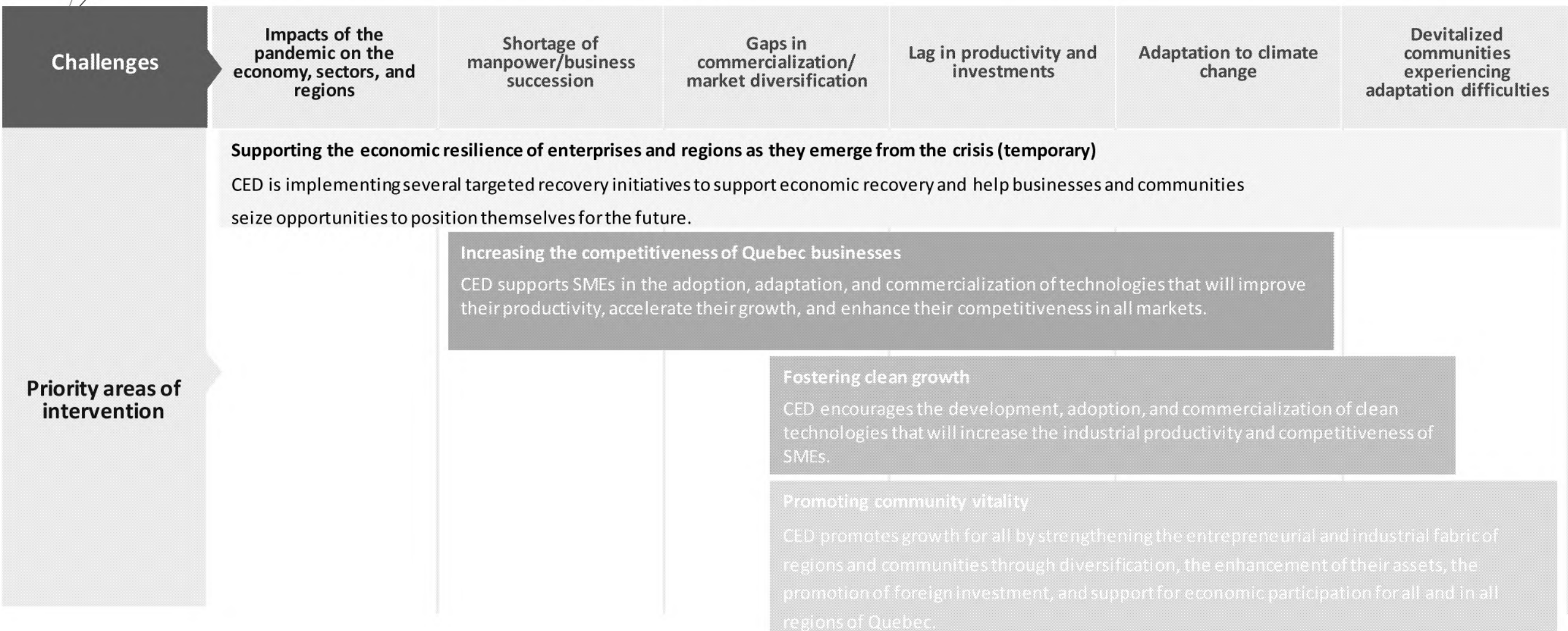




# CANADA ECONOMIC DEVELOPMENT FOR QUEBEC REGIONS



## Our priority areas of intervention respond to the economic challenges of Quebec’s regions







# FEDERAL ECONOMIC DEVELOPMENT AGENCY FOR NORTHERN ONTARIO (FEDNOR)

## Mandate

FedNor was first created as a federal initiative in 1987 with a mandate to assist in the expansion and diversification of the economy of Northern Ontario. On August 12, 2021, FedNor was established as a stand-alone departmental agency, confirming the importance of its role. FedNor promotes economic growth through the delivery of regional and national grants and contributions programs. It focuses on outreach and collaboration efforts that engage local community leaders and stakeholders. As a new agency, FedNor is in the process of a transition and has not yet gone through its first financial reporting cycle.



**Manon Brassard**  
Interim President

2021 Budget: \$162.1M

FTEs: 87

Headquarters: Sudbury, ON

## Governance

The President is appointed by the Governor in Council and is responsible for the administration of the Agency's operations and its employees.





# **Federal Economic Development Agency for Northern Ontario**







# FEDERAL ECONOMIC DEVELOPMENT AGENCY FOR NORTHERN ONTARIO



## MANDATE

FedNor was first created as a federal initiative in 1987 with a mandate to assist in the expansion and diversification of the economy of Northern Ontario.

On August 12, 2021, FedNor was established as a stand-alone departmental agency, confirming the importance of its role.

## PRIORITIES

(Prosperity And Growth Strategy For Northern Ontario)

Driven by regional realities:

- Supporting Innovation
- Growing Companies
- Building Stronger Communities

## PRESENCE

- Six offices across Northern Ontario
- 87 employees with deep knowledge of the region and varied expertise
- Serving a population of 877,000
- Northern Ontario encompasses 90% of Ontario's land mass

## RESULTS – 2020-21



Approximately **11,100 jobs created or maintained** as a direct result of FedNor projects, including RRRF



Over **3,300 businesses maintained, expanded or created** as a direct result of FedNor projects, including RRRF



**\$1.90** = Amount leveraged per dollar invested in community projects in Northern Ontario



# Priorities that address economic challenges in Northern Ontario







# FEDERAL ECONOMIC DEVELOPMENT AGENCY FOR SOUTHERN ONTARIO (FEDDEV ONTARIO)

## Mandate

FedDev Ontario works to strengthen regional capacity for innovation, economic development, and growth by making targeted investments to create jobs and drive innovation in Canada’s most populous region. FedDev Ontario delivers three ongoing regional program streams: Business Scale-up and Productivity; Regional Innovation Ecosystem; and Community Economic Development and Diversification. The Agency also delivers ongoing national programs, as well as temporary national programs, including COVID-19 relief and recovery programs, and inclusive growth initiatives. FedDev Ontario also works to promote southern Ontario assets and brings together stakeholders to build collaborations and help businesses and organizations find the best support for their needs.



**Nancy Gardiner**  
President

Planned 2021–2022 Budget:  
\$634M\*

FTEs: ~300\* (as of  
September 2021)

Headquarters: Waterloo, ON  
Regional offices: Toronto,  
Peterborough, and Ottawa

## Governance

The President is appointed by the Governor in Council and is responsible for the administration of the Agency's operations and its employees.

\*COVID-19 relief and recovery measures have temporarily increased the Agency's budget and FTEs over the next three years.



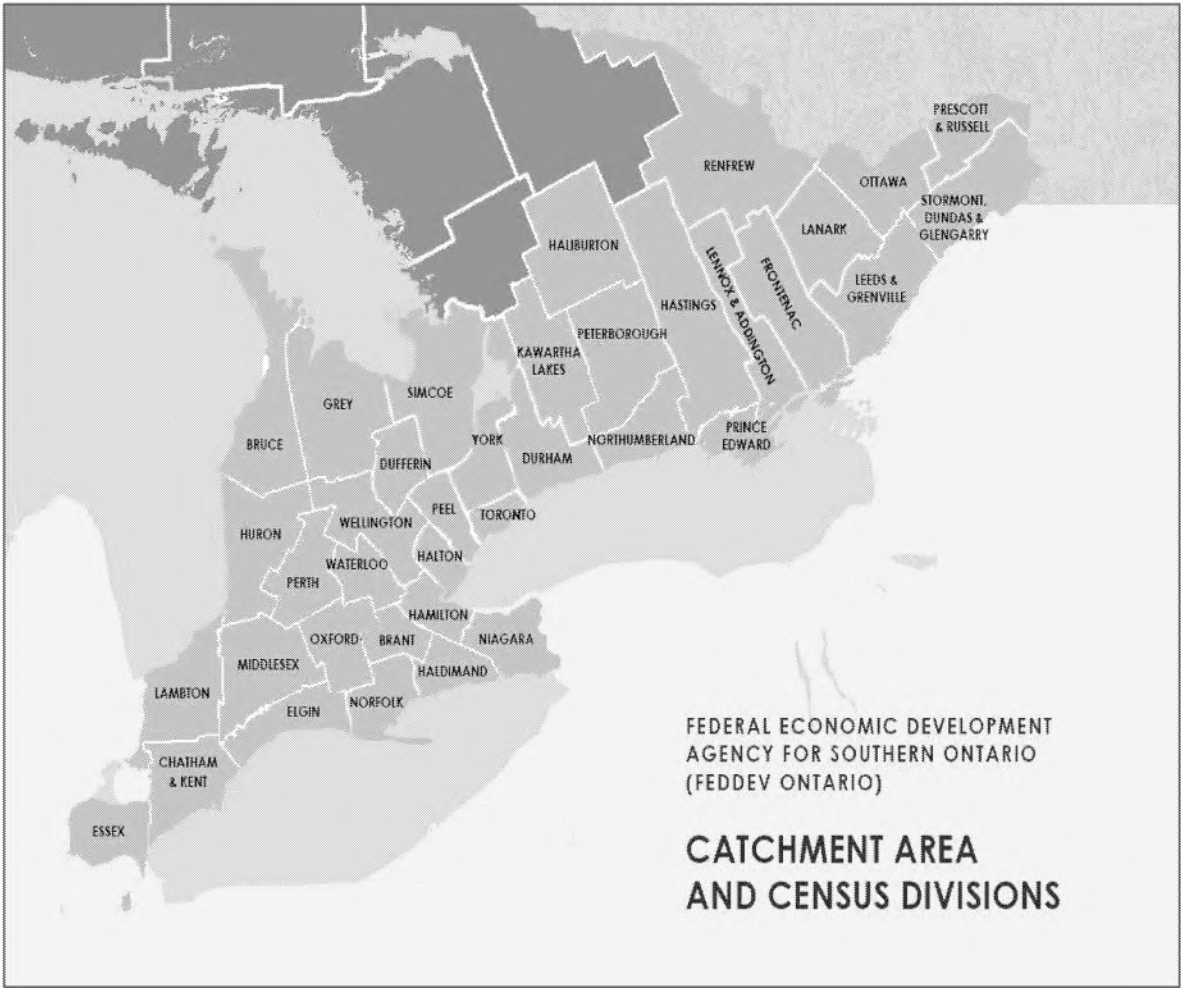
# **Federal Economic Development Agency for Southern Ontario (FedDev Ontario)**

**Towards a stronger southern Ontario**  
**Enabling tomorrow's economy, today**





# FEDERAL ECONOMIC DEVELOPMENT AGENCY FOR SOUTHERN ONTARIO



## MANDATE

FedDev Ontario’s mandate is to strengthen southern Ontario’s capacity for innovation, economic development, and growth.

The Agency’s aims are to achieve the following Departmental Results:

- Communities in southern Ontario are economically diversified;
- Businesses in Ontario invest in the development and commercialization of innovative technologies; and
- Businesses in southern Ontario are innovative and growing.



## ROLES AND RESPONSIBILITIES

*Making **strategic investments to support the government's economic growth priorities** through three ongoing regionally tailored programs:*

- Business Scale-up and Productivity – accelerates the growth of firms by supporting the adoption of new, innovative technologies
- Regional Innovation Ecosystem – develops strong and inclusive regional projects that support business growth and innovation
- Community Economic Development and Diversification – helps small and rural communities participate in economic growth opportunities

*Delivering **national ongoing programs** in southern Ontario:*

- Community Futures Program – provides funding to southern Ontario's Community Futures Development Corporations to support rural businesses and communities
- Economic Development Initiative – supports organizations that promote economic growth in the region's Official Language Minority Communities





## ROLES AND RESPONSIBILITIES (CONT'D)

*Delivering **targeted, time-limited programs in response to government priorities and the broader economic environment**, supporting:*

- COVID-19 Relief – Regional Relief and Recovery Fund, Regional Air Transportation Initiative
- COVID-19 Recovery – Jobs and Growth Fund, Aerospace Regional Recovery Initiative, Canada Community Revitalization Fund, Tourism Relief Fund, Major Festivals and Events Support Initiative
- Diversity and Inclusion – Women Entrepreneurship Strategy Ecosystem Fund, Black Entrepreneurship Strategy Ecosystem Fund

*FedDev Ontario also **supports economic growth priorities in the southern Ontario agenda** by:*

- Providing services to businesses and stakeholders
- Convening key stakeholders to build collaborations and explore solutions to grow the region's economy
- Promoting southern Ontario's assets and advocating for the region's interests within government to fulfill priorities in the region
- Helping businesses and organizations find the best support for their needs by working closely with key federal and provincial partners



# PRAIRIES ECONOMIC DEVELOPMENT CANADA (PRAIRIESCAN)

## Mandate

PrairiesCan is proud to support the economies of the Prairie provinces and advance the region’s interests in Ottawa. PrairiesCan works as a convenor, pathfinder, advisor, investor, and collaborator by delivering on national and regional economic development programs, including investing in regional innovation ecosystems and supporting business scale up through repayable and non-repayable contribution programs. It also supports community economic development for entrepreneurs and groups with lower economic participation rates, and delivers national programs in the Prairies.



**Dylan Jones**  
Interim President  
Regions: AB, SK, MB

Budget: \$236M  
+ \$336M time-limited G&C\*  
FTEs: 375  
Headquarters: Edmonton, AB  
*\*Amount reflects budget for  
both PrairiesCan and PacifiCan*

## Governance

The President is appointed by the Governor in Council and is responsible for the administration of the Agency’s operations and its employees.





## **Prairies Economic Development Canada (PrairiesCan)**





## MANDATE

- On August 6, 2021, PrairiesCan was created when Western Economic Diversification Canada (WD) was split into two separate agencies to enhance federal economic development presence and services in the west.
- PrairiesCan's mandate is to support the economic growth and diversification in the Prairie provinces and advance the interests of the region in national economic policy, programs, and projects.

### **With 375 employees, PrairiesCan serves:**

- More than 6.9 million people
- More than 260,000 small and medium-sized enterprises

### **Responsible for a region:**

- Nearly 1.8 million km<sup>2</sup>
- Produces \$510B in economic output

## PRAIRIES ECONOMIC DEVELOPMENT CANADA



## A BRIGHT FUTURE

- PrairiesCan is headquartered in Edmonton, AB, with three additional offices in the Prairies and one in Ottawa. Seven new points of service across the Prairies have been announced and are planned to launch in the coming months.
- When complete, this enhanced on-the-ground presence will bring the federal government closer to Prairie businesses and the communities they call home, improve service accessibility, and offer new opportunities for collaboration.
- PrairiesCan is building on WD's long history of supporting economic development across Western Canada.
  - Since 2011, WD supported over 840 communities and helped to create or maintain over 86,000 jobs.
  - Since 2014, WD clients have generated over \$3.2B in export sales growth.





## ROLES AND RESPONSIBILITIES

PrairiesCan is proud to support the economies of the Prairie provinces and advance the region's interests in Ottawa. The Agency does so through five main roles:

### **Convenor**

Connecting key regional economic actors with federal departments and other partners

### **Pathfinder**

Helping industry, post-secondary institutions, Indigenous groups, and others navigate the federal government ecosystem

### **Advisor**

Intelligence gatherer using place-based research and knowledge to advocate for regional interests in national policy discussions

### **Investor**

Targeted funding to businesses and not-for-profit organizations to spur diversification, innovation, and community economic growth

### **Collaborator**

Through partnerships, advancing national priorities and responding to regional economic dynamics



# PACIFIC ECONOMIC DEVELOPMENT AGENCY OF CANADA (PACIFICAN)



**Dylan Jones**  
President

## Mandate

PacifiCan was established in August 2021 to develop the British Columbian economy and advance its interests in Ottawa. PacifiCan supports the Government’s economic priorities to assist innovative businesses, communities, and non-profits supporting entrepreneurs and plays roles as a convenor, collaborator, investor, advisor, and pathfinder. PacifiCan includes nine points of service announced in communities across British Columbia to enhance federal presence and improve economic outcomes.

Budget: \$108.6M  
+ \$336.9M time-limited G&C\*  
FTEs: 117  
Headquarters: Surrey, BC  
*\*Amount reflects budget for  
both PrairiesCan and PacifiCan*

## Governance

The President is appointed by the Governor in Council and is responsible for the administration of the Agency’s operations and its employees.





# PacifiCan

**A new Federal Economic Development  
Agency just for British Columbia**





## MANDATE

- Established August 2021 to develop the BC economy and advance its interests in Ottawa
- Core budget of \$108.6M in FY2021–2022

## SUPPORTING THE GOVERNMENT'S ECONOMIC PRIORITIES:

- Creating quality job opportunities and resilient BC communities
- Promoting the growth of BC's small and medium-sized businesses and priority sectors
- Developing ecosystems and non-profit organizations that support entrepreneurs and innovation

**1700 businesses and 400 communities and non-profits supported since 2015\***

*\*As BC Region of Western Economic Diversification*





New Service Delivery Model

New Points of Service

*Invest*

Investing in opportunities for jobs, competitiveness, growth, and unique government objectives



*Advise*

Deploying regional insights and local perspectives to inform national economic decision-making

*Pathfind*

Helping businesses, innovators, and communities navigate federal economic policies and programs



*Convene*

Bringing stakeholders together to develop and advance priority sectors and initiatives



Improving economic development outcomes for British Columbians and Canadians



# CANADIAN NORTHERN ECONOMIC DEVELOPMENT AGENCY (CANNOR)

## Mandate

CanNor works in collaboration with Northerners and Indigenous peoples, communities, businesses, organizations, other federal departments, and other orders of government to help build diversified and dynamic economies that foster long-term sustainability and economic prosperity in Nunavut, the Northwest Territories, and Yukon. In addition to delivering economic development programs, CanNor delivers services that are specific to the territories, such as the Northern Projects Management Office (NPMO), to improve the efficiency of the territorial environmental review processes through the coordination of federal participation and Pilimmaksaivik to coordinate a federal government-wide approach to building a representative (85% Inuit) public service in Nunavut. CanNor also coordinates the Northern Federal Council, a collaborative network of senior federal officials responsible for implementing Government of Canada programs and services within the territories.



**Paula Isaak**  
President

2021–2022 Budget: \$104.6M\*  
FTEs: 120

Headquarters: Iqaluit, NU

*\*Includes Budget 2021  
investments*

## Governance

The President is appointed by the Governor in Council and is responsible for the administration of the Agency's operations and its employees. In addition to (and separately from) her role as President of CanNor, Paula serves as Associate Deputy Minister of Crown-Indigenous Relations and Northern Affairs Canada.





# Canadian Northern Economic Development Agency (CanNor)





## CANADIAN NORTHERN ECONOMIC DEVELOPMENT AGENCY



### MANDATE

CanNor fosters economic development in Canada's territories by:

- delivering a suite of **economic development programs**, including Indigenous-specific programs
- building **partnerships** that leverage investments
- funding **skills development** opportunities
- coordinating federal participation in territorial **environmental review processes**
- maintaining a **Crown consultation record** for major projects
- coordinating a federal government-wide approach to building a representative (85% Inuit) public service in Nunavut
- **advocating** for the economic interests of Northerners and Indigenous peoples

### ECONOMIC GROWTH STRATEGY

CanNor's objectives are guided by its economic growth strategy, which highlights four interrelated areas of action:

- **Skilled Workforce**
- **Infrastructure Investments and Development**
- **Resource Development**
- **Diversification and Innovation**





## ROLES AND RESPONSIBILITIES

### Grants and Contribution Programs

- CanNor-specific programs and national programs to support territorial businesses and communities and help stimulate the growth of Northern economies.

### Northern Projects Management Office

- Established in 2010 to improve the efficiency of the federal environmental review processes for proposed resource development and infrastructure projects in the territories.

### Pilimmaksaivik, The Federal Centre of Excellence for Inuit Employment in Nunavut

- Established in 2016, office responsible for coordinating a **federal** government-wide approach to building a representative (85% Inuit) public service in **Nunavut**.

### Policy and Planning

- CanNor provides strategic and program policy advice with regard to economic development, diversification, and opportunities in the North. It also champions the economic interests of the North within and outside government.
- CanNor also coordinates the **Northern Federal Council**, a collaborative network of senior federal officials responsible for implementing Government of Canada programs and services within the territories.



# ANNEX B: DEPARTMENTAL SERVICES AND SUPPORTS







## DEPARTMENTAL SERVICES AND SUPPORTS

THE PORTFOLIO IS HERE TO SUPPORT YOU AND ENSURE A  
SUCCESSFUL AND SEAMLESS TRANSITION.

The Deputy Minister (DM) is your key interlocutor, providing non-partisan advice to help implement the Government's agenda. The DM is supported by an Associate Deputy Minister (ADM).

The Department will work closely with your office to provide support on a wide-range of policy, corporate, and operational issues, including:

- Providing briefings and responding to requests for information;
- Providing communications support;
- Coordinating support on Cabinet, parliamentary, Governor-in-Council, and ministerial appointments and correspondence; and
- Providing support on day-to-day operations and general administrative and budgetary information.



## DEPARTMENTAL SERVICES AND SUPPORTS

While you and your staff are responsible for discussing possible conflicts of interest and disclosing them to the Conflict of Interest and Ethics Commissioner, the DM, supported by his Chief of Staff and the Corporate Secretary, is responsible for putting measures in place to ensure appropriate delegations of authority and to prevent potential or perceived conflicts of interest that could arise in the execution of your mandate.

Supporting the DM in providing you and your staff with corporate services and support are the following individuals and their teams:

- Departmental Liaison;
- Chief of Staff, Deputy Minister's Office;
- Corporate Secretary; and
- Assistant Deputy Minister of Strategic Communications and Marketing.





## DEPARTMENTAL CONTACT FOR MINISTER'S OFFICE

The Departmental Liaison is the primary contact between your office and the Department and provides integrated and coordinated timely advice on behalf of the Department and in response to requests from your office, including:

- Coordinating requests for information, briefing materials, and staff briefings;
- Tracking briefing notes and Cabinet documents entering your office; and
- Managing documents requiring your signature, including the distribution and processing of decision dockets and ministerial correspondence.

## DAY TO DAY OPERATIONS AND ADMINISTRATIVE ISSUES

The Departmental Liaison will also assist your office with day-to-day office requirements and liaise with the Office of the Corporate Secretary on administrative issues (i.e., finance and human resources, facilities and assets, IT and information management).

# DEPARTMENTAL LIAISON

Katarina Cappuccino (RED)  
Katarina.cappuccino@infcc.gc.ca  
Cell: [REDACTED]



## **LIAISON BETWEEN DMs AND MINISTER'S OFFICE**

The DM's Chief of Staff acts as a liaison between DMs and your office, working closely with your Chief of Staff and the Department, ensuring ongoing communications and oversight of key files.

## **DM OFFICE OPERATIONS**

The Chief of Staff manages the operations of the DM's Office, including the requesting, tracking, and distributing of materials for information, discussion, and approval to you and your office.

# **CHIEF OF STAFF, DEPUTY MINISTER'S OFFICE**

Anne-Marie Monteith

[anne-marie.monteith@ised-isde.gc.ca](mailto:anne-marie.monteith@ised-isde.gc.ca)

Cell: [REDACTED]

Office: 343-291-2830





## MAIN CONTACT FOR MINISTER'S CHIEF OF STAFF ON CORPORATE SERVICES

The Corporate Secretary is the main point of contact for your Chief of Staff on budget and human resources, and provides a range of corporate services and supports to assist you and your office in delivering on your mandate.

### CABINET AFFAIRS

Coordinates the delivery of Memoranda to Cabinet, briefing materials, and other supports for Cabinet duties; and tracks Cabinet committee agendas and progress on Cabinet matters related to the ISED portfolio.

### APPOINTMENTS

Provides advice and support on all Governor in Council and ministerial appointments within the ISED Portfolio, in coordination with the Privy Council Office and ISED Portfolio organizations as required.

### PARLIAMENTARY AFFAIRS

Coordinates committee appearances, parliamentary returns, late shows and Opposition Day speeches, and the tabling of reports from the Department and Portfolio; provides advice on the drafting of Parliamentary Strategies for Memoranda to Cabinet; provides support for legislation and legislative processes; and provides general information on matters related to Parliament. Note that Question Period is supported by the Strategic Communications and Marketing Sector.

### EXECUTIVE CORRESPONDENCE

Manages and tracks incoming and outgoing ministerial correspondence relevant to the Minister's mandate, including invitations and meeting requests; coordinates proposed draft responses for ministerial review and signature; and provides professional editing services for ministerial correspondence and documents as required.

## CORPORATE SECRETARY

Ana Maia

[ana.maia@ised-isde.gc.ca](mailto:ana.maia@ised-isde.gc.ca)

Cell: [REDACTED]

Office: 343-291-2811





# ACCESS TO INFORMATION AND PRIVACY (ATIP)

The Office of the Corporate Secretary processes requests and proactive disclosure requirements for the Department, administers the Privacy Impact Assessment Policy, provides training and advice to the Department, and provides notifications of impending requests and proactive disclosures and related sensitivities.

- The ***Access to Information Act*** gives every Canadian citizen, permanent resident, individual, or corporation in Canada the right to request access to records that are under the control of federal government institutions, regardless of their format.
- Now that you are working alongside a federal department, this means that the information you share and receive with officials in the Department is subject to this act.
- **Proactive Publication:**
  - The *Access to Information Act* calls for the proactive disclosure of certain documents, including your mandate letter; the briefing binder prepared for ministerial transition; the list of briefing notes sent to your office; Question Period notes that were prepared and used; and ministerial briefing materials prepared for parliamentary committee appearances.
  - The following items are also subject to proactive publication: departmental contracts, grants, and contributions over \$25K; Portfolio reports tabled in Parliament; departmental and ministerial travel and hospitality expenses; Minister's office annual expenses; reclassifications of positions within the public service within the Department; and a list of completed ATIP requests. Deadlines for publication vary from 30 to 120 days.





# DEPARTMENTAL SERVICES AND SUPPORTS: KEY CONTACTS

| Title                                                                      | Name                | Contact Information                                                                                                                      |
|----------------------------------------------------------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| Deputy Minister<br>Innovation, Science and Economic Development Canada     | Simon Kennedy       | <a href="mailto:simon.kennedy@ised-isde.gc.ca">simon.kennedy@ised-isde.gc.ca</a><br>Cell: [REDACTED]<br>Office: 343-291-2888             |
| Associate Deputy Minister                                                  | Paul Thompson       | <a href="mailto:paul.thompson@ised-isde.gc.ca">paul.thompson@ised-isde.gc.ca</a><br>Cell: [REDACTED]<br>Office: 343-291-2051             |
| Chief of Staff to the Deputy Minister                                      | Anne-Marie Monteith | <a href="mailto:anne-marie.monteith@ised-isde.gc.ca">anne-marie.monteith@ised-isde.gc.ca</a><br>Cell: [REDACTED]<br>Office: 343-291-2830 |
| Corporate Secretary                                                        | Ana Maia            | <a href="mailto:ana.maia@ised-isde.gc.ca">ana.maia@ised-isde.gc.ca</a><br>Cell: [REDACTED]<br>Office: 343-291-2811                       |
| Departmental Liaison (RED)                                                 | Katarina Cappuccino | <a href="mailto:Katarina.cappuccino@infc.gc.ca">Katarina.cappuccino@infc.gc.ca</a><br>Cell: [REDACTED]                                   |
| Communications                                                             |                     |                                                                                                                                          |
| Assistant Deputy Minister<br>Strategic Communications and Marketing Sector | Vicky Eatrides      | <a href="mailto:vicky.eatrides@ised-isde.gc.ca">vicky.eatrides@ised-isde.gc.ca</a><br>Cell: [REDACTED]<br>Office: 343-291-1652           |



# ANNEX C: LIST OF COMMONLY USED ACRONYMS







This annex provides a summary of commonly used acronyms.  
For a full list of ISED and Portfolio-related acronyms, please visit:  
[Acronyms and Abbreviations \(ic.gc.ca\)](https://ic.gc.ca).

## Acronyms (A-B)

| ACRONYM  | DEFINITION                                               |
|----------|----------------------------------------------------------|
| <b>A</b> |                                                          |
| A /      | Acting (before position title)                           |
| ACCA     | Accelerated capital cost allowance                       |
| ACCRU    | Alliance of Canadian Comprehensive Research Universities |
| AGS      | Accelerated Growth Service; Atlantic Growth Strategy     |
| AI       | Artificial intelligence                                  |
| ALLS     | Advanced Laser Light Source                              |
| AMR      | Anti-microbial resistance                                |
| APEC     | Asia-Pacific Economic Cooperation                        |
| ASEAN    | Association of Southeast Asian Nations                   |

| ACRONYM  | DEFINITION                                         |
|----------|----------------------------------------------------|
| ATSSC    | Administrative Tribunals Support Service of Canada |
| AURP     | Association of University Research Parks           |
| <b>B</b> |                                                    |
| BAI      | Business accelerators and incubators               |
| BCAP     | Business Credit Availability Program               |
| BDP      | Business Development Program                       |
| BEP      | Black Entrepreneurship Program                     |
| BERD     | Business Expenditure on Research and Development   |
| BIAP     | Business Innovation Access Program                 |





# Acronyms (C)

| ACRONYM  | DEFINITION                                              |
|----------|---------------------------------------------------------|
| <b>C</b> |                                                         |
| C150     | Canada 150 Research Chairs                              |
| CANARIE  | Canada's Advanced Research and Innovation Network       |
| CARA     | Canadian Association of Research Administrators         |
| CATA     | Canadian Advanced Technology Alliance                   |
| CARIC    | Consortium for Aerospace Research and Innovation Canada |
| CAUBO    | Canadian Association of University Business Officers    |
| CBDC     | Community Business Development Corporation              |
| CC       | Compute Canada                                          |
| CCA      | Council of Canadian Academies                           |
| CCI      | College and Community Innovation Program                |
| CCSIF    | Community and College Social Innovation Fund            |
| CDAP     | Canada's Digital Adoption Program                       |
| CEBA     | Canada Emergency Response Benefit                       |
| CERC     | Canada Excellence Research Chairs                       |
| CERN     | European Organization for Nuclear Research              |
| CETA     | Comprehensive Economic Trade Agreement (Canada-EU)      |
| CEWS     | Canada Emergency Wage Subsidy                           |

| ACRONYM | DEFINITION                                                                            |
|---------|---------------------------------------------------------------------------------------|
| CFI     | Canada Foundation for Innovation                                                      |
| CFREF   | Canada First Research Excellence Fund                                                 |
| CGH     | Clean Growth Hub                                                                      |
| CGS     | Canada Graduate Scholarships                                                          |
| CHARS   | Canadian Higher Arctic Research Station                                               |
| CICan   | Colleges and Institutes Canada (formerly Association of Community Colleges of Canada) |
| CIFAR   | Canadian Institute for Advanced Research                                              |
| CITT    | Canadian International Trade Tribunal                                                 |
| CLS     | Canadian Light Source                                                                 |
| CRC     | Canada Research Chair <b>or</b> Communications Research Centre Canada                 |
| CRCC    | Canada Research Coordinating Committee                                                |
| CSA     | Canadian Space Agency                                                                 |
| CSAC    | Canadian Statistics Advisory Council                                                  |
| CSBFP   | Canada Small Business Financing Program                                               |
| CSI     | Council on Science and Innovation                                                     |
| CSPC    | Canadian Science Policy Centre                                                        |
| CUSMA   | Canada-U.S.-Mexico Agreement                                                          |
| CVCA    | Canada's Venture Capital & Private Equity Association                                 |





# Acronyms (D-H)

| ACRONYM  | DEFINITION                                                  |
|----------|-------------------------------------------------------------|
| <b>D</b> |                                                             |
| DOE      | US Department of Energy                                     |
| DRI      | Digital Research Infrastructure                             |
| <b>E</b> |                                                             |
| EDI      | Equity, diversity and inclusion                             |
| EUREKA   | International network for market-driven industrial research |
| EV       | Electric vehicle                                            |
| <b>F</b> |                                                             |
| FSR      | Fundamental Science Review                                  |
| <b>G</b> |                                                             |
| GBA+     | Gender-Based Analysis Plus                                  |
| GC       | Genome Canada                                               |

| ACRONYM  | DEFINITION                                               |
|----------|----------------------------------------------------------|
| <b>G</b> |                                                          |
| Gs&Cs    | Grants and Contributions                                 |
| GDP      | Gross domestic product                                   |
| GDPR     | EU General Data Protection Regulation                    |
| GERD     | Gross domestic expenditure on research and development   |
| GPAI     | Global Partnership on Artificial Intelligence            |
| GRDI     | Genomics Research and Development Initiative             |
| GRI      | Global Research Infrastructure                           |
| <b>H</b> |                                                          |
| HASCAP   | Highly Affected Sectors Credit Availability Program      |
| HERD     | Higher education expenditure on research and development |
| HPC      | High performance computing                               |
| HQP      | Highly qualified personnel                               |





# Acronyms (I-M)

| ACRONYM  | DEFINITION                                                      |
|----------|-----------------------------------------------------------------|
| <b>I</b> |                                                                 |
| I2I      | Idea to Innovation (NSERC Program)                              |
| ICA      | <i>Investment Canada Act</i>                                    |
| ICT      | Information and communication technologies                      |
| IDEaS    | Innovation for Defence Excellence and Security                  |
| IDRC     | International Development Research Centre                       |
| ILO      | University or college Industry Liaison Office                   |
| IP       | Intellectual property                                           |
| IQC      | Institute for Quantum Computing – at the University of Waterloo |
| IRAP     | Industrial Research Assistance Program (NRC program)            |
| ISC      | Innovative Solutions Canada                                     |
| ISI      | Innovative Superclusters Initiative                             |
| ITA      | Industrial Technology Advisor                                   |
| ITB      | Industrial and Technological Benefits                           |
| ITO      | Industrial Technologies Office                                  |

| ACRONYM  | DEFINITION                                                |
|----------|-----------------------------------------------------------|
| <b>L</b> |                                                           |
| LEEFF    | Large Employer Emergency Financing Facility               |
| LEO      | Low Earth Orbit                                           |
| LGBTQ2   | Lesbian, gay, bisexual, transgender, queer and two-spirit |
| LHC      | Large Hadron Collider – experiment at CERN                |
| LTS      | Let’s Talk Science                                        |
| <b>M</b> |                                                           |
| M&A      | Mergers and Acquisitions                                  |
| MC       | Memorandum to Cabinet                                     |
| M&E      | Machinery and Equipment                                   |
| MNE      | Multinational enterprise                                  |
| MPMO     | Major Projects Management Office                          |
| MR       | Ministerial Recommendation                                |
| MRF      | Major Research Facility                                   |
| MSI      | Major Science Initiative                                  |





# ACRONYMS (N-P)

| ACRONYM  | DEFINITION                                                              |
|----------|-------------------------------------------------------------------------|
| <b>N</b> |                                                                         |
| NAICS    | North American Industry Classification System                           |
| NCE      | Networks of Centres of Excellence (Tri-Council program)                 |
| NFP      | Not-for-profit                                                          |
| NINT     | National Institute for Nanotechnology (NRC / University of Alberta lab) |
| NPMO     | Northern Projects Management Office                                     |
| NREN     | National Research and Education Network                                 |
| NZA      | Net-Zero Accelerator (part of Strategic Innovation Fund)                |
| <b>O</b> |                                                                         |
| OCUR     | Ontario Council on University Research                                  |
| OECD     | Organisation of Economic Development and Cooperation                    |
| ONC      | Ocean Networks Canada                                                   |
| OTN      | Ocean Tracking Network                                                  |

| ACRONYM  | DEFINITION                                                |
|----------|-----------------------------------------------------------|
| <b>P</b> |                                                           |
| PAGSE    | Partnership Group for Science and Engineering             |
| PCF      | Pan-Canadian Framework on Clean Growth and Climate Change |
| PDF      | Postdoctoral Fellowship                                   |
| PET      | Pierre Elliott Trudeau Foundation                         |
| PGS      | Postgraduate Scholarship                                  |
| PI       | Perimeter Institute for Theoretical Physics               |
| PNP      | Private non-profit                                        |
| PSISIF   | Post-Secondary Institutions Strategic Investment Fund     |





# Acronyms (R-S)

| ACRONYM  | DEFINITION                                                                         |
|----------|------------------------------------------------------------------------------------|
| <b>R</b> |                                                                                    |
| R&D      | Research and Development                                                           |
| RD&D     | Research, Development and Demonstration                                            |
| RDA      | Regional Development Agency                                                        |
| RDC      | Research Data Canada                                                               |
| RDM      | Research Data Management                                                           |
| REGI     | Regional Economic Growth through Innovation Initiative                             |
| RFFF     | Regional Relief and Recovery Fund                                                  |
| RSAs     | Related scientific activities                                                      |
| RSF      | Research Support Fund (formerly Indirect Costs Program ICP)                        |
| R&T      | Research and Technology                                                            |
| Rx&D     | Canada’s Research-Based Pharmaceutical Companies                                   |
| <b>S</b> |                                                                                    |
| SBDA     | Science-based departments and agencies (Federal organizations performing research) |
| SBED     | Small Business and Entrepreneurship Development                                    |

| ACRONYM | DEFINITION                                                                   |
|---------|------------------------------------------------------------------------------|
| SDTC    | Sustainable Development Technology Canada (Federally supported organization) |
| SIF     | Strategic Innovation Fund                                                    |
| SME     | Small and medium-size enterprise                                             |
| SOE     | State-owned enterprise                                                       |
| SPOR    | Strategy for Patient-Oriented Research (CIHR)                                |
| SR&ED   | Scientific Research and Experimental Development (Federal tax credit)        |
| SSF     | Strategic Science Fund                                                       |
| STEAM   | Science, Technology, Engineering, Arts and Mathematics                       |
| STEM    | Science, Technology, Engineering and Mathematics                             |
| ST&I    | Science, Technology and Innovation                                           |
| S&T     | Science and Technology                                                       |





# Acronyms (T-W)

| ACRONYM     | DEFINITION                                                                      |
|-------------|---------------------------------------------------------------------------------|
| <b>T</b>    |                                                                                 |
| TAC         | Technology Access Centre Grant (NSERC College and Community Innovation Program) |
| TB Sub      | Treasury Board Submission                                                       |
| Ts&Cs       | Terms and Conditions                                                            |
| Tri-Council | The three federal granting councils: NSERC, SSHRC and CIHR                      |
| TRIUMF      | Canada's particle accelerator centre                                            |
| TRL         | Technology Readiness Level (nine levels)                                        |
| TTO         | Technology Transfer Office                                                      |
| <b>U</b>    |                                                                                 |
| UBF         | Universal Broadband Fund                                                        |
| UCASS       | University and College Academic Staff System                                    |
| USRA        | Undergraduate Student Research Award                                            |

| ACRONYM  | DEFINITION                               |
|----------|------------------------------------------|
| <b>V</b> |                                          |
| VC       | Venture Capital                          |
| VCAP     | Venture Capital Action Plan              |
| VCCI     | Venture Capital Catalyst Initiative      |
| VP       | Value Proposition                        |
| <b>W</b> |                                          |
| WES      | Women Entrepreneurship Strategy          |
| WEF      | World Economic Forum                     |
| WIL      | Work-integrated learning                 |
| WIPO     | World Intellectual Property Organization |
| WTO      | World Trade Organization                 |





# Acronyms (Select Government Departments and Agencies)

| ACRONYM        | DEFINITION                                                  |
|----------------|-------------------------------------------------------------|
| AAFC           | Agriculture and Agri-Food Canada                            |
| ACOA           | Atlantic Canada Opportunities Agency                        |
| BDC            | Business Development Bank of Canada                         |
| CanNor         | Canadian Northern Economic Development Agency               |
| CED            | Canada Economic Development for Quebec Regions              |
| CIHR           | Canadian Institutes of Health Research                      |
| CIRNA          | Crown-Indigenous Relations and Northern Affairs             |
| CRTC           | Canadian Radio television and Telecommunications Commission |
| CSA            | Canadian Space Agency                                       |
| DFO            | Fisheries and Oceans Canada                                 |
| DND            | National Defence                                            |
| ECCC           | Environment and Climate Change Canada                       |
| EDC            | Export Development Bank of Canada                           |
| ESDC           | Employment and Social Development Canada                    |
| FIN            | Finance Canada                                              |
| FedDev Ontario | Federal Economic Development Agency for Southern Ontario    |
| FedNor         | Federal Economic Development Agency for Northern Ontario    |
| GAC            | Global Affairs Canada                                       |
| HC             | Health Canada                                               |

| ACRONYM     | DEFINITION                                          |
|-------------|-----------------------------------------------------|
| IRCC        | Immigration, Refugees and Citizenship Canada        |
| ISED        | Innovation, Science and Economic Development Canada |
| ISC         | Indigenous Services Canada                          |
| NRC         | National Research Council                           |
| NRCan       | Natural Resources Canada                            |
| NSERC       | Natural Sciences and Engineering Research Council   |
| PacifiCan   | Pacific Economic Development Canada                 |
| PCH         | Canadian Heritage                                   |
| PCO         | Privy Council Office                                |
| PHAC        | Public Health Agency of Canada                      |
| PrairiesCan | Prairies Economic Development Canada                |
| PS          | Public Safety Canada                                |
| PSPC        | Public Services and Procurement Canada              |
| SSHRC       | Social Sciences and Humanities Research Council     |
| SSC         | Shared Services Canada                              |
| StatCan     | Statistics Canada                                   |
| TBS         | Treasury Board Secretariat                          |
| TC          | Transport Canada                                    |