

Innovation Science and Economic Development Canada

2021–22

Departmental Plan

The Honourable François-Philippe Champagne, P.C., M.P.
Minister of Innovation, Science and Industry

The Honourable Mélanie Joly, P.C., M.P.
Minister of Economic Development and Official Languages

The Honourable Maryam Monsef, P.C., M.P.
Minister for Women and Gender Equality and Rural Economic
Development

The Honourable Mary Ng, P.C., M.P.
Minister of Small Business, Export Promotion and International
Trade

This publication is available online at https://www.ic.gc.ca/eic/site/017.nsf/eng/h_07643.html

To obtain a copy of this publication, or to receive it in an alternate format (Braille, large print, etc.), please fill out the Publication Request Form at www.ic.gc.ca/publication-request or contact:

ISED Citizen Services Centre
Innovation, Science and Economic Development Canada
C.D. Howe Building
235 Queen Street
Ottawa, ON K1A 0H5
Canada

Telephone (toll-free in Canada): 1-800-328-6189
Telephone (international): 613-954-5031
TTY (for hearing impaired): 1-866-694-8389
Business hours: 8:30 a.m. to 5:00 p.m. (Eastern Time)
Email: ISED@canada.ca

Permission to Reproduce

Except as otherwise specifically noted, the information in this publication may be reproduced, in part or in whole and by any means, without charge or further permission from the Department of Industry, provided that due diligence is exercised in ensuring the accuracy of the information reproduced; that the Department of Industry is identified as the source institution; and that the reproduction is not represented as an official version of the information reproduced or as having been made in affiliation with, or with the endorsement of, the Department of Industry.

For permission to reproduce the information in this publication for commercial purposes, please fill out the Application for Crown Copyright Clearance at www.ic.gc.ca/copyright-request or contact the ISED Citizen Services Centre mentioned above.

© Her Majesty the Queen in Right of Canada, as represented by the Minister of Industry, 2021.

Cat. No. Iu1-22E-PDF
ISSN 2371-8161

Aussi offert en français sous le titre Plan ministériel 2021-2022.

Table of contents

From the Ministers	1
Plans at a glance.....	4
Core responsibilities: planned results and resources, and key risks	7
Companies, Investment and Growth	7
People, Skills and Communities.....	23
Science, Technology, Research and Commercialization.....	31
Internal Services: planned results	36
Spending and human resources	41
Planned spending.....	41
Planned human resources	45
Estimates by vote.....	45
Future-oriented Condensed statement of operations	45
Corporate information	49
Organizational profile	49
Raison d’être, mandate and role: who we are and what we do	49
Operating context	49
Reporting framework	51
Supporting information on the program inventory	57
Supplementary information tables.....	57
Federal tax expenditures.....	57
Organizational contact information	57
Appendix: definitions.....	60
Endnotes	65

From the Ministers

Innovation, Science and Economic Development Canada (ISED) is working with partners across government to position Canada as a global innovation leader by fostering competitive, sustainable and inclusive growth that benefits all Canadians.

While the Government of Canada's priority continues to be fighting COVID-19 and protecting Canadians' health and safety, ISED is committed to fostering innovation, encouraging investment, and driving growth in key sectors to help create one million jobs. Together, we will strengthen the Canadian economy and restore consumer confidence through strategic actions and investments, including, support for Canadian businesses on the road to recovery, and as they adapt and grow in a digital economy.

ISED will continue to help mitigate the impacts of the pandemic, while preparing for the future by mobilizing science, innovation and industry to increase Canada's testing and modelling capacity, supporting vaccine and therapy development, and scaling up domestic biomanufacturing capacity. We will also continue to work closely with industry partners to secure domestic production for critical personal protective equipment, vaccine capability and medical devices. We will take a leadership role to advance a renewed industrial strategy focused on rebuilding critical sectors.

A successful long-term recovery must be inclusive and sustainable and help facilitate Canada's goal to reach net-zero emissions by 2030. This means supporting traditional industries like automotive and aerospace as they transform for the future, and investing in the design, development, and manufacturing of emerging sustainable technologies.

This pandemic has also taught us lessons, like the importance of equitable access to internet to work, study, access essential resources, and alleviate isolation. ISED will continue to work to implement the Universal Broadband Fund (UBF) to ensure all Canadians have access to reliable high-speed Internet and can participate in the digital economy. Beyond this, we will continue to enhance digital tools and services to meet the evolving needs of Canadian businesses.

While all Canadians and businesses have been impacted by the pandemic, we know some sectors and regions have been hit harder than others. The tourism sector touches almost every region of the country, ISED will continue working to support the sector's recovery and long-term growth, as set out in the Federal Tourism Growth Strategy (FTGS). Working with Canada's Regional Development Agencies (RDAs) we will increase trade and investment in key economic sectors from coast to coast to coast.

A full recovery means supporting Canadian small and medium business to access capital to adapt, grow, and, compete globally. To bolster job creation, increase technology adoption, and

expand opportunities to scale-up for Canadian businesses, ISED will help facilitate partnerships and supply arrangements for innovation ecosystems across the country.

A lasting recovery will only be possible if all Canadians are able to benefit. ISED will play a lead role in ensuring an inclusive economic recovery supporting and expanding opportunities for underrepresented entrepreneurs, and prioritizing gender equity, diversity, and inclusion. In the coming year, we will challenge Canadian businesses across the country to take meaningful action towards greater representation and inclusion of individuals from diverse communities in leadership roles on corporate boards and in senior management. From an internal departmental perspective, ISED will keep moving forward on the Beyond 2020 commitments for public service renewal in creating a more agile, inclusive public sector to better serve Canadians.

As a country that prioritizes science and fact-based decision making, to tackle some of today's most pressing challenges, such as climate change, ISED will continue to invest in science and research. We will ensure that federal research is fully available to the public and; that researchers can freely share their work. In doing so, Canada will continue to lead in new discoveries and innovations from academic and leading researchers.

Together with Canadians of all backgrounds, generations, and in every corner of the country we are building a strong culture of innovation to prepare Canada for a resilient, sustainable future. For more information, it is our pleasure to present the 2021–22 Departmental Plan for ISED.



**The Honourable
François-Philippe
Champagne**
Minister of Innovation,
Science and Industry



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



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



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

Plans at a glance

As Canadians continue to face the global COVID-19 pandemic together, ISED is committed to fostering conditions for investment, enhancing Canadian innovation, and driving growth in key sectors to equip itself for new global challenges. ISED and Portfolio partners will continue to work together to future-proof the Canadian economy through strategic actions and investments, including, support for Canadian businesses as they adapt for the future and grow in a digital economy.

Leverage science excellence and technology to help minimize the impacts of COVID-19 on public health in Canada

ISED will contribute to government-wide efforts to foster recovery in key areas, such as health, green economy, competitiveness, and inclusion. In 2021–22, ISED will leverage science excellence to support Made-In-Canada technologies to protect Canadians from COVID-19. This includes investing in Canadian projects and facilities, and strengthening our country's biomanufacturing sector and capabilities to fight future pandemics through leading-edge vaccine technologies and therapies. The Department will continue to support the biomanufacturing industry and other key industries, and will examine strategies to support industries all along the health product development and manufacturing value chain.

Support the sustainability and growth of Canadian SMEs

In 2021–22, ISED will prioritize the recovery, growth and sustainability of Canadian businesses of all sizes. The Department will support Canadian businesses from every sector to rebuild from the impacts of the pandemic, adapt to new realities and grow towards a new chapter in our economy. ISED will maintain efforts to ensure Canadian businesses and industries have the conditions to not only stabilize, but also innovate and grow. ISED will maintain support to innovation ecosystems across the country to bolster job creation, adoption of technology, investment and scale-up opportunities for Canadian businesses, allowing them to grow and compete globally. The Department will also continue investing in training for workers to help build a stream of talent for Canadian businesses. Furthermore, ISED will help Canadian businesses connect to the supports they need to innovate and grow.

Future-proof the Canadian economy

ISED will prioritize actions to double down on areas of Canadian advantages to help industries transition to a stronger economic future. Embracing areas of economic opportunity across key Canadian sectors by building on existing strengths is a way forward to rebuilding and solidifying the Canadian economy. In 2021–22, the Department will support high growth potential and innovative firms to help them stabilize, grow and compete on the global scale; and will continue

to work with our traditional economic sectors to preserve their competitive edge in the global economy.

Shape a more resilient, inclusive and sustainable Canadian economy

The Department will prioritize actions to shape a more resilient, inclusive and sustainable Canadian economy. This begins by fostering a culture of representation and inclusivity in businesses to empower traditionally underrepresented groups and ensure no one gets left behind as Canada rebuilds. The Department will continue to enable Canadian businesses to increase diversity and inclusion, as it recognizes the contribution of these attributes for innovative and successful businesses. In 2021–22, ISED will continue the implementation of the 50-30 Challenge as a framework to accelerate diversity actions already taking place in many Canadian organizations and to encourage other Canadian organizations in adopting practices to improve equity. This will include the development of tools and resources to help participating organizations advance diversity and inclusion in their workplaces through a \$33 million investment over three years.

Enabling a resilient economy includes accelerating the transition to sustainability and net-zero greenhouse gas emissions. ISED will prioritize bold recovery measures to build a more competitive, sustainable and resilient economy. In 2021–22, the Department will roll-out the Strategic Innovation Fund’s (SIF) Net Zero Accelerator, a \$3 billion federal investment over five years. The initiative aims to rapidly expedite decarbonization projects with large emitters, scale up clean technology and accelerate Canada’s industrial transformation across all sectors. The Department will also provide support to Fisheries and Oceans Canada in developing the Blue Economy Strategyⁱ. ISED has committed dedicated support for planning and implementing the stakeholder engagement process that will be key to informing the strategy and future direction. The Department is also working to identify program initiatives that will advance achievement of the Blue Economy Strategy objectives once finalized.

Support and embrace the transition to the digital economy

Canadians have increasingly been relying on the Internet to connect to work, school, government resources and loved ones. To support this growing reliance on our digital networks, ISED will increase investments in digital infrastructure and services. Increased funding for the UBF will result in improved rural and remote Internet infrastructure to help ensure all Canadians have access to fast and reliable Internet, no matter where they live.

The COVID-19 pandemic has brought a new paradigm for Canadian businesses, drastically changing how they connect with clients, do business and receive government services. ISED will support and enhance the transition towards a digital economy by continuing to enhance the digital services it provides to Canadian businesses, help Canadians get the digital skills needed to succeed in the digital economy, as well as support emerging digital technologies. In addition,

ISED will look to modernize and simplify regulations to help businesses shift towards digital ways of doing businesses.

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

Core responsibilities: planned results and resources, and key risks

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

Companies, Investment and Growth

Description

Provide support to help grow small, medium and large Canadian businesses into globally competitive, high-impact firms; ensure a fair and competitive marketplace; promote the conditions that support competitive prices and product choices, including in the telecommunications sector; simplify government programming, promote efforts to reduce red tape for businesses, putting in place the right conditions for market-driven innovation and promoting inclusive growth and an economy that works for everyone; reduce barriers to the movement of goods, services, capital and labour; grow Canada's tourism sector.

Planning highlights

Departmental Result: Canadian businesses and industries are innovative and growing.

Doubling down on areas of Canadian advantage and leveraging key sectors is key to paving the way to economic recovery. Canadian businesses—from start-up to scale-up—are an essential part of our country’s competitiveness acting as catalysts for creating jobs and building Canada’s economic competitive advantages. By embracing areas of economic opportunity across key sectors and building on our existing strengths through dedicated funding to SMEs to drive and accelerate the Government of Canada’s top priorities, ISED is moving Canada towards recovery and a stronger economy.

In building an inclusive and competitive economy, helping Canadian businesses face their unique challenges and barriers can go a long way in helping them not only survive, but thrive and grow. Innovative Canadian SMEs that conduct research and development (R&D) and have export sales are critical to the competitiveness of the Canadian economy. The COVID-19 pandemic has made it increasingly difficult for these innovative SMEs to secure funding for their R&D and commercialization efforts, making supporting these companies an even more important priority. In 2021–22, via Innovative Solutions Canada, the Testing Streams program (previously the Build in Canada Innovation Program) will continue to create pathways to increase procurement opportunities for innovative Canadian businesses and SMEs that support current priorities, such as projects supporting the response to the COVID-19 pandemic. ISED will continue to play a key role in ensuring that Canadian businesses and industries are innovative and growing by enhancing ISED’s Business Benefits Finder (formerly the Innovation Canada platform), a single window for Canadian businesses to discover the most relevant

programs and services, from across the federal, provincial and territorial levels of government. Canadians will be able to use ISED’s Business Benefits Finder to access a list of COVID-19 supports and other programs and services.

In 2021–22, ISED will continue to advance the Accelerated Growth Service’s collaborative cross-government client service model to ensure Canadian businesses with high growth potential receive advice and guidance to readily access the most relevant programs to help them innovate and grow. The Department will help Canadian businesses navigate regulations to make it easier for them to do business. In 2021–22, ISED’s BizPal service will focus on developing partnerships for better service to Canadian businesses, support [Red Tape Reduction](#)ⁱⁱ and continue to help SMEs quickly learn about their compliance obligations. The Innovation Superclusters Initiative has already demonstrated its ability to pivot quickly, making significant contributions to Canada’s COVID-19 emergency response. With the COVID-19 pandemic continuing to place strains on the economy, there is an opportunity to continue leveraging the established model of the Superclusters to support Canada’s recovery efforts. At the same time, the Superclusters will continue to focus on projects that benefit ecosystem needs identified through their respective Strategic Plans.

Supporting the Canadian biomanufacturing sector

ISED will continue to mobilize its full array of policy and program tools to advance Canada’s COVID-19 response. This includes ensuring that Canadians have access to vaccines, supporting promising domestic projects and building up the foundations for long-term biomanufacturing capabilities to respond to future pandemics and other health emergencies. Since the beginning of the pandemic, ISED has made significant investments to accelerate and advance the development and manufacturing of vaccines in Canada. Signature contributions across Canada include up to \$173 million to Quebec City-based Medicago; \$56 million to Ottawa-based Variation Biotechnologies Inc.; and \$18.2 million to Vancouver-based Precision Nanosystems.

The Government has also invested in 6 additional domestic vaccine projects and has strengthened vaccine and biomanufacturing capacity at VIDO-Intervac in Saskatoon and at the NRC’s Royalmount facility in Montreal. The Government is also working to partner with leading international vaccine developers to strengthen the security of supply at home, recently reaching a Memorandum of Understanding with Novavax to pursue manufacture of its COVID-19 vaccine, after obtaining approvals. The Government will also explore additional potential manufacturing partnerships in Canada. All these efforts are contributing to strengthening Canadian capabilities in vaccine production, and in 2021-22, ISED will continue to focus its efforts in working with stakeholders to support Made-in-Canada solutions and capabilities in these areas.

ISED will continue to strategically invest in the development and growth of Canadian businesses in key sectors. ISED aims to spur innovation in all sectors of the Canadian economy, accelerate

areas of competitive advantage and expand the role of Canadian firms in regional and global supply chains. The SIF will continue to support large-scale, transformative projects that generate economic, innovation and public benefits. Since the onset of the COVID-19 pandemic, SIF has committed nearly \$430 million, through the Medical Countermeasures (MCM) initiative, to support the development of vaccines and treatments and to improve Canada's long-term pandemic preparedness. In 2021-22, SIF will continue to conduct due diligence on MCM projects under development to further support Canada's COVID-19 response. Furthermore, in 2021-22, SIF will undertake significant investments in projects that support decarbonization efforts with large emitters, scale up clean technologies and accelerate Canada's industrial transformation across all sectors. These combined efforts will advance the Government of Canada's climate change efforts and help to create well-paying, resilient jobs as Canada moves towards economic recovery following the COVID-19 pandemic. In 2021–22, ISED will continue to support Canada's COVID-19 response, including by supporting the economic recovery and by strengthening Canada's long-term pandemic preparedness through targeted SIF investments, and by collaborating with government partners and industry to ensure secure supply chains and domestic capacity. This commitment will help to ensure that Canada is well-positioned to respond to future health emergencies, and will ensure sustainable growth for Canada's biomanufacturing sector.

Consultations and collaboration with key stakeholders across economic sectors supports a holistic approach to policy development that helps businesses grow and innovate. In 2021–22, ISED will consult industry leaders in the advanced manufacturing, automotive, aerospace, transportation, life sciences, information and communications technologies, and digital sectors to better assess the impacts of the COVID-19 pandemic on these industries. ISED will also direct policy and programs to support Canada's competitiveness on the global market. The Department will re-launch the Economic Strategy Tables, a forum where industry and government collaborate to advance Canada's long-term competitiveness and economic growth. The Department will also actively engage with stakeholders to explore ways that the government can support future pandemic preparedness, including through vaccine manufacturing in Canada, and securing domestic production for personal protective equipment and medical devices.

In support of a collaborative, cross-government model of support for business, the department will continue to engage with government organizations through the Business, Economic and Trade Recovery (BETR) Committee. The BETR Committee was created to foster greater collaboration and innovation within the Small Business, Export Promotion and International Trade portfolio, with a focus on achieving a robust economic recovery, and longer-term inclusive growth.

The Coordinated Accessible National (CAN) Health Network will help Canadian health innovative companies commercialize new technologies by providing an integrated and receptive marketplace, removing common access barriers that prevent the update of new

technologies. Participating entities, including, hospitals, will be able to procure front line health care solutions that address emerging and most pressing issues in health care. It represents a total investment of \$7 million in funding from FedDev Ontario (\$3.5 million) and Western Economic Development Canada (\$3.5 million). The CAN Health Network’s primary goals are to create economic prosperity by scaling Canadian technology companies and stimulate the adoption of new technologies within Canada’s health care system. As a result of the Network, hospitals or other health entities are able to joint-problem solve with companies to provide innovative solutions resulting in better tools, cost savings and a more efficient health care system. This model leverages the expertise within the network to help hospitals find solutions to common problems, and provides companies with a pathway to commercialization by breaking into the Canadian healthcare market.

Conducting business on a local and global scale is increasingly taking place digitally. ISED has established a Digital Government for Business Program to make stronger connections amongst a number of key departmental initiatives to better serve Canadian businesses and entrepreneurs. The Digital Government for Business Program supports the Department in transforming how ISED operates, make decisions and delivers services through leveraging data and harnessing the power of digital technologies. In 2021–22, ISED will work to make it quicker and easier for Canadian businesses to obtain government services online, and conduct digital transactions across the economy, both in the context of COVID-19 and in the long term.

High-speed Internet access is the foundation of a modern digital economy. Throughout 2020, Canadians relied on the Internet to work from home, learn from a distance and buy essential goods, products and access social services. The wholesale shift to an online world has reinforced the need for an inclusive and agile economy. ISED’s policy work supporting competition, rural connectivity and the effective deployment of Wi-Fi and 5G technologies is key in developing an inclusive and competitive economy.

As the primary regulator of wireless and wireline, ISED will continue to regulate the use of wireless frequencies and the roll-out of quality networks for the benefit of all Canadians. In 2021–22, the Department will continue to implement the Government’s investments of \$199 million to modernize spectrum equipment and related processes. A modern regulatory regime will ensure a smooth transition to a 5G ecosystem, with interference-free spectrum conditions, world-class networks, and appropriate science based health and safety precautions.

From a research perspective, ISED’s Communications Research Centre will continue to research and develop efforts to support a modern spectrum management approach that ensures wireless connectivity for all Canadians. The Department will work with stakeholders to develop appropriate standards, guidelines, procedures and policies related to spectrum management and use.

In 2021–22, ISED will work to meet increased spectrum demand and support both existing services and the deployment of next generation wireless services such as 5G. With more spectrum available for Wi-Fi, Canadians will benefit from increased speed and connectivity, supporting their transition to remote work, learning and social activities. On the international front, ISED will continue to advance Canadian telecommunication and standardization priorities on the global stage.

ISED will continue to ensure that government purchases benefit all Canadians. In 2021–22, the Department will leverage economic benefits from defence and major Canadian Coast Guard procurements through the Industrial and Technological Benefits (ITB) Policy to support the growth of Canadian companies, including SMEs, and promote skills development and training to advance employment opportunities for Canadians in the new economy. ISED will also continue to manage the National Shipbuilding Strategy Value Proposition to ensure the long-term sustainability of the greater Canadian marine industry.

Recognizing that regional air transport is a critical success factor to regional socio-economic development and well-being of communities, the new Regional Air Transportation Initiative is part of an interdepartmental effort involving RDAs, Transport Canada and ISED to identify measures to mitigate the impacts of the COVID-19 pandemic on the air sector. The Fall Economic Statement 2020 provided RDAs with \$206 million in funding over the next two years (2020–21 and 2021–22) to help maintain and enhance regional airport, local air carrier operations/services and related regional ecosystems. This is to ensure they remain operational and adapt to new realities, and support efforts to develop short-term economic opportunities to better serve the regions and the people who call them home.

ISED will maintain focus on sectors hard-hit by COVID-19, such as tourism, food service, and the performing arts. The visitor economy has benefited greatly from such relief programs as the Regional Relief and Recovery Fund and will receive additional support from the Highly Affected Sectors Credit Availability Program, once this program is fully in effect.

In 2021–22, ISED will shift from supporting the survival of Canada's visitor economy to considering measures to ensure its long-term recovery. The Department will maintain efforts to support, and ultimately get the sector back on track to achieving the ambitious targets that are set out in the FTGS. For instance, building on the success of such programs as the Canadian Experiences Fund (a key component of the FTGS), the Department will continue to examine ways to support communities across Canada as they create and enhance tourism products, facilities and experiences.

Increasing access to funding opportunities helps Canadian businesses connect to the financing they require to recover and grow in a globalized and digital economy. In 2021–22, ISED will continue programming that supports the establishment, expansion, modernization and

improvement of small businesses. The Department will also maintain established funding streams aimed at supporting SMEs, such as the Venture Capital Catalyst Initiative (VCCI). The fund managers selected under VCCI have completed their fundraising activities and collectively raised more than \$1.8 billion from public and private investors, including the Government of Canada. These fund managers are now making investments into promising technology companies.

The [Canada Small Business Financing Program \(CSBFP\)](#) is a statutory program designed to increase the availability of financing for the establishment, expansion, modernization and improvement of small businesses. In 2021-22, the CSBFP will consider and address recommendations to improve the program resulting from the 5-year Comprehensive Review Report recently tabled in both Houses of Parliament. Furthermore, under ISED's Mobilizing SMEs to Export Initiative, the Department will invest in the Trade Accelerator Program to encourage promising small businesses to export and ensure they have the support needed to do so. Transitioning to a digital economy brings many opportunities, but also new challenges for Canadian individuals and businesses, including cyber threats. ISED continues to support Canada's National Cyber Security Strategy to help SMEs protect themselves from cyber threats. This includes implementing, overseeing and evaluating the cyber certification program CyberSecure Canada. This program is a collaboration between ISED, the Communications Security Establishment and the Standards Council of Canada, and helps SMEs protect themselves against cyber threats. In 2021–22, ISED will continue to roll out tools and supports to help Canadian business become more cyber secure.

More modern rules and business conditions to spur innovation and respond to shifts in business are essential to supporting Canadian businesses. Adapting to new challenges and pivoting industries includes supporting talent development to shape a resilient workforce capable of building a strong and agile economy.

ISED will maintain funding to the Business/Higher Education Roundtable (BHER) to create up to 44,000 annual work-integrated learning opportunities for students across Canada By 2021–22.

The Department will also continue supporting the Youth Employment and Skills Strategy to support the talent development of Canada's youth. The Strategy provides both digital skills training and work experience opportunities to underemployed post-secondary graduates through the Digital Skills for Youth program. The Computers for Schools Intern program will offer 210 internships to enhance the employability and marketability of underrepresented youth through valuable work experience aimed at developing and enhancing advanced digital skills.

To continue building successful and innovative businesses, fostering diversity and inviting all people and voices in Canada to the decision-making table is critical. With this in mind, the 50/30 challenge was launched through the 2020 Fall Economic Statement as a call to action to

organizations across Canada to increase diverse representation on corporate boards and in senior management positions, with a commitment to achieve gender parity (50%) and significant representation (30%) of identified groups (racialized Canadians, LGBTQ2 Canadians, persons living with disabilities, and Indigenous people). With an investment of \$33 million over three years, ISED will implement the initiative, and develop tools and resources for participating organizations to help them reach their goals and to recognize success.

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

Canadian businesses and consumers are interacting in an increasingly global, borderless and digital marketplace. With growing competition, Canadian businesses must protect and leverage their capital, including their intellectual property (IP). Through the Canadian Intellectual Property Office (CIPO), the Department supports Canadian businesses by delivering IP rights. As Canada further explores opportunities to revitalize its IP regime, ISED will continue to implement of the country's new IP legislation (Bill C-86) and further research the important role that IP and innovation play in regards to the government and industry response to the COVID-19 pandemic. Measures to support Canada's economic recovery include the accelerated patent examinations for COVID-19 related applications, international collaborations with IP offices and of the use of regulatory flexibilities that can be afforded to clients.

Through CIPO's IP Awareness and Education Program, a key component of the Government's National IP Strategy, ISED will continue to develop new tools to assist businesses, innovators and underrepresented groups, such as women and indigenous peoples, in unlocking the value of their IP when growing to scale. ISED intends to continue encouraging the establishment of new IP legal clinics and the enhancement of existing IP legal clinics in Canadian law schools for 2021–22 to support the provision of free or low cost access to basic IP advisory services and to foster the development of future IP experts by increasing the exposure of university students to IP issues. Furthermore, via the Patent Collective Pilot Program, ISED intends to further assist participating SMEs with their patent and other IP needs, and help its members leverage IP in their drive to grow to scale in the data-driven clean tech sector. The Department will also continue to address IP capacity building needs for Indigenous organizations.

The IP Centre of Expertise continues to provide strategic advice to federal organizations on program design, policy guidance and implementation as it relates to IP. As the IP Centre creates strategic alignment across the federal government, it develops IP products and services including a new IP community of practice for federal organizations to discuss IP-related issues and best practices. In 2021–22 the IP Centre is establishing a federal IP education and training program for federal officials, and continuing to develop and deliver IP products and services for departments and their programs.

In 2021–22, ExploreIP will continue developing enhancements to allow companies to further benefit from this strategic IP tool. Canada's IP Marketplace is an online tool that facilitates the connections between businesses and existing IP held by Canada's public sector, and provides easy access to publicly funded research for licensing and collaboration opportunities. ExploreIP continues to grow with over 50 public sector organizations showcasing their IP, which includes over 13,000 patents and patent applications. The number of applicable inventions in the new COVID-19 technology category is expected to continue to grow from its current 60+ inventions listed by more than 10 institutions.

Competitive markets will be critical to Canada's economic recovery as the country responds to the impacts of COVID-19. ISED, through the Competition Bureau (Bureau), will remain vigilant in protecting Canadians by investigating and addressing any anti-competitive activity, mergers, as well as deceptive conduct in all sectors of the economy, including in the digital economy. The Bureau will continue to advise regulators and policy makers on how to adopt pro-competitive policies that facilitate Canada's economic recovery; provide the marketplace with principled guidance; and continue to take action to stop deceptive marketing claims about COVID-19 prevention, treatment, or cures. The Bureau will also support digital healthcare in Canada through pro-competitive policies by continuing a market study in this sector.

Supporting the conditions where Canadian businesses and consumers can do fair and competitive trade is essential to a strong, resilient and agile economy. ISED will continue to support work to address current and emerging marketplace issues in the interest of protecting Canadian businesses and consumers. An effective insolvency system also supports confidence in the Canadian marketplace. It provides financially distressed businesses with a path to restructure and preserve jobs, it allows for the orderly and fair distribution of assets when restructuring is not possible and it allows honest but unfortunate individuals who experience extreme financial difficulty to obtain a fresh start. Updating the regulatory framework and ensuring compliance will be more crucial than ever to support economic recovery in the wake of the COVID-19 pandemic. In 2021–22, the Office of the Superintendent of Bankruptcy (OSB) will continue its comprehensive regulatory review and will continue to enhance its risk-based approach to compliance using artificial intelligence. It will also promote new online tools to help Canadian consumers who are experiencing financial difficulties find the right debt solution.

Furthermore, through collaboration with provincial and territorial partners, the Department will keep moving forward with the Multi-Jurisdictional Registry Access Service, aimed at reducing the burden for small business and providing easier access to corporate information through the unified search capability. This work helps to align business support programs across governments and supports economic growth.

Each year, ISED provides the federal contribution to the annual operating budget of the Canadian Free Trade Agreement's (CFTA) Internal Trade Secretariat Corporation (ITSC) to

fulfill the Government of Canada’s commitment to strengthen trade within Canada. This annual grant, along with the contribution of the provincial and territorial governments, enables the ITSC to provide administrative and operational support to the Committee on Internal Trade, any committees and working groups established under the CFTA, as well any panel hearings resulting from disputes launched under the CFTA.

Furthermore, ISED will work to create the conditions that support businesses and economic growth. In 2021–22, the Department will foster strategic bilateral and multilateral international engagement, including supporting trade negotiations and engagement with key partners both outside and within the World Trade Organization, and supporting or leading engagements at international fora, such as at the World Intellectual Property Organization, the Organisation for Economic Co-operation and Development (OECD) and others. ISED will work on developing IP related policy and strategy, as well as policy responses that address issues in the aftermath of the COVID-19 pandemic.

ISED will also continue work to establish a Data Commissioner to address crosscutting issues that arise from the growing reliance on, and critical nature of, online platforms and data. It is envisaged that a new Data Commissioner would be mandated to steward responsible data innovation and examine approaches to dealing with online harms in the marketplace including those that have an impact on competition and privacy. This work is being advanced in consultation with Canadian Heritage and Justice Canada and is another critical step toward implementing the Digital Charter.

Introducing new measurement technologies and related systems into the marketplace will pose challenges due to outdated legislation and regulations for trade measurement, laboratory standards, digital services and lack of knowledge and training on these new technologies. Through Measurement Canada, ISED will continue to review Canada’s measurement legislative and regulatory framework to provide faster market access for new technologies and to enhance the technical knowledge of its staff.

Departmental Result: Canada has a clean and sustainable economy.

As efforts continue to protect and support Canadians through the COVID-19 pandemic, it is also important for the country to look to the future. The Government of Canada announced its Strengthened Climate Plan: A Healthy Environment and a Healthy Economy in December 2020 and set out a number of measures to help achieve Net Zero emission in 2050, many of which touch on ISED’s portfolio. A growing clean technology sector represents greater opportunities for high quality jobs for Canadians. Recognizing the importance of accelerating the transition to a low-carbon, inclusive, clean growth economy, ISED helps Canadians and Canadian businesses embrace sustainability as a core value over the short-, medium- and longer term.

In 2021–22, the Government will continue to support the transition of Canada’s automotive sector to position it to be a leader in low and zero-emission vehicle manufacturing. ISED will work with our automotive and aerospace manufacturing partners to attract investments and create jobs in the manufacturing of zero-emissions transportation products to enable Canada to become a leading destination for the design, development, and manufacturing of the sustainable technologies of the future. The Government of Canada will also support the development of the entire battery supply chain to ensure Canada can build the batteries that will power the vehicles and the electricity grids of the future.

Given the Government of Canada's climate commitments, ISED will implement the top-up investments of Sustainable Development Technology Canada (SDTC)’s Sustainable Development Technology Fund in 2021–22. Through SDTC, ISED will continue to help Canadian companies develop and demonstrate globally competitive clean technology solutions that address environmental challenges related to climate change, clean air, clean water and clean soil. In implementing its renewed mandate, SDTC will move forward with adopting diversity and inclusion goals as part of its corporate strategy. It will also collect data on diversity and inclusion metrics for itself as an organization as well as applicant and portfolio firms.

In 2021–22, the Clean Growth Hub (CGH), co-led by ISED and Natural Resources Canada (NRCan) in partnership with 16 departments and agencies, will continue to deliver on its mandate to help clean technology stakeholders identify and navigate federal programs and services that are most relevant to their needs; improve federal clean technology program coordination; and strengthen federal capacity to track clean technology outcomes. In its renewed mandate, the Clean Growth Hub will also explore opportunities to make linkages with larger private and public purchasers of clean technologies.

In 2021-22, ISED will roll-out the SIF – Net-Zero Accelerator initiative. This initiative will drive investment into large emissions-reducing and job-creating projects across every region of Canada. The SIF – Net Zero Accelerator will have three focus areas: support for the development and adoption of clean technology solutions in all industrial sectors; support for clean technology development in Canada's aerospace and automobile manufacturing sectors; and support for the development of a Canadian battery innovation and industrial ecosystem, which will build on Canada's natural resources and leading expertise to develop an end-to-end battery ecosystem in Canada. Investments through this initiative will be coordinated with key stakeholder departments, including NRCan and Environment and Climate Change Canada, to ensure that projects are funded that will have the greatest impact in spurring the decarbonisation of Canada’s economy and the growth of Canada’s clean-tech sector.

In 2021–22, ISED will continue to lead clean technology and clean growth policy. This includes developing industry knowledge and expertise on Canada's clean technology capabilities, conducting research to support new policy and program initiatives that enable clean technology.

ISED will also continue to contribute to whole-of-government initiatives such as the Clean Technology Regulatory Review, the Pan-Canadian Framework on Clean Growth and Climate Change, the Federal and Departmental Sustainable Development Strategies and the United Nations (UN) Sustainable Development Goals (SDGs).

Gender-Based Analysis Plus (GBA+)

ISED encourages using a GBA+ lens in all stages of policy and program development and implementation as we provide support to help grow small, medium and large Canadian businesses into globally competitive, high-impact firms. This includes the inclusion and representation of diverse voices throughout the decision-making process, and reflecting this in its programming and policies, so that all Canadians have access to this support. The collection and use of disaggregated data and metrics also remains an important piece.

In addition, GBA+ is used within the Department to ensure a fair and competitive marketplace where all Canadians can participate, promote conditions that support competitive prices and product choices—including access to the Internet across the country—put in place the right conditions for market-driven innovation and promoting inclusive economic growth, and support. In 2022, the Department will be collecting and reporting on data related to the state of various industries through its biennial Canadian Defence, Aerospace, Marine and Cybersecurity Industries Survey, which includes data on the gender breakdown of key occupations within these industries.

UNs' 2030 Agenda for Sustainable Development and the UN SDGs

ISED is a key contributor to Canada's efforts to develop the 2030 Agenda National Strategy in support of the UN's 2030 Agenda for Sustainable Development and the UN SDGs. ISED recognizes there are fewer than 10 years to achieve the SDGs. While ISED supports all 17 SDGs, ISED's mandate, programs and initiatives advance action on Industry, Innovation and Infrastructure (SDG 9) to: "build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation". Additional SDGs relevant to ISED include Climate Action (SDG 13), Responsible Consumption and Production (SDG 12), Sustainable Cities (SDG 11), and Partnership for the Goals (SDG 17).

Experimentation

ISED has continued to support the use of experimentation to inform its evidence-based decision-making by leveraging its foundational investments in design, data and technology. In 2021–22, the Department will expand its use of experimentation to help enhance services and programs, as well as strengthen a culture of evidence-based decision making to the benefit of Canadians. ISED also plans to leverage opportunities to use experimentation as a tool to inform the Department's digital transformation and modernization initiatives.

In 2021–22, ISED will work on learning more about Canadian businesses’ digital journey and needs, to help enhance overall programs and policies. The Department will also seek to better understand how to provide information to Canadians with financial challenges.

Key risks

Given changing business needs and expectations impacting the marketplace, it can be a challenge to predict and adjust to meet shifting stakeholder needs. To mitigate this risk, ISED will continue to consult and collaborate with key stakeholders across all sectors of the economy to ensure a holistic approach to policy development and business supports. In 2021–22, ISED will re-launch the Economy Strategy Tables, a forum where industry and government collaborate to advance Canada’s long-term competitiveness and economic growth. ISED will also enhance the Business Benefits Finder (formerly the Innovation Canada platform), a single window for Canadian businesses to discover the most relevant programs and services (including COVID-19 specific ones), from across the federal, provincial and territorial levels of government.

Planned results for Companies, Investment and Growth

Departmental result	Departmental result indicator	Target	Date to achieve target	2017–18 actual result	2018–19 actual result	2019–20 actual result
Canada has a clean and sustainable economy	Clean technology employment in Canada (in numbers)	190,000 (Note 1)	December 31, 2025	192,630 (2017)	194,862 (2018)	Data expected to be available in 2021
	Annual incremental reductions in GHG emissions attributable to ISED-supported technologies	Reductions are increased by 1 megatonne per annum through 2025	December 31, 2025	Not available – new indicator	18.1 megatonnes estimated reduction of GHG emissions (Note 2)	19.3 megatonnes estimated reduction of GHG emissions (Note 3)
	Value of Canada’s total sales in clean technologies (in dollars)	Year-over-year increase	December 31, 2025	18,227,544 (2017) (Note 4)	21,583,545 (2018) (Note 5)	Data expected to be available in 2021
	Number of ISED-funded projects with a clean technology component	172 active projects (Note 6)	December 31, 2022	Not available – new indicator	Not available – new indicator	162 active projects (Note 7)

	that are in progress					
Canadian businesses and industries are innovative and growing	Value of Business Expenditures on Research and Development (BERD) by firms receiving ISED program funding	Target not specified (Note 8)	Date not set	Data is expected to be available in 2021	Data is expected to be available in 2021	2019 data is expected to be available in 2022
	Revenue growth rate of firms supported by ISED programs compared to the national average	ISED-supported firms grow faster than the national average (Note 9)	March 31, 2022	Data is expected to be available in 2021	Data is expected to be available in 2021	Data is expected to be available in 2022
	Canada's rank on the World Intellectual Property Organization's Global Innovation Index	Improve or maintain rank (17/129)	March 31, 2022	18 (2018)	17 (2019)	17 (2020)
	Percentage of BERD) funded by the federal government	At least 5%	March 31, 2022	5.1% (2017)	5% (2018)	4.8% (2019)
	Percentage of professional, science and technology-related jobs in Canada's economy	40%	December 31, 2025†	34% (2017)	34% (2018)	35% (2019)
Businesses, investors and consumers are	Total Business Investment in Canada (in dollars)	At least \$260 billion (Note 10)	December 31, 2025	\$217 billion (2017)	\$221 billion (2018) (Note 11)	\$220 billion (2019) (Note 12)

confident in the Canadian marketplace, including the digital economy	Canada's score on the World Economic Forum's Global Competitiveness Index	Maintain or improve score	Date not set	5.3 (2017) (Note 13)	79.9 (2018)	79.6 (2019)
	Growth in patent application filings, trademark filings and industrial design filings in Canada	Patents: 35,346 Trademarks: 70,066 Industrial Designs: 7,301 (Note 13)	March 31, 2022	Not available – new indicator	Patents: 36,183 Trademarks: 63,695 Industrial Designs: 6,139	Patents: 37,997 Trademarks: 65,876 Industrial Designs: 7,394
	Percentage of Canadians who shop and bank online	75% of Canadians are banking online by 2025 60% of Canadians are shopping online by 2025	December 31, 2025	Not available – new indicator	71% Internet users banking online (2019) 84% Internet users shopping online (2018)	Data is expected to be available in 2021 (Statistics Canada survey conducted biennially)

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

Note 1: Statistics Canada, Table 10-36-0632-01, special tabulation. Statistical revisions are carried out regularly in the data source for this indicator. Therefore, in this table, past years' values may differ from those published in previous ISED reports (Departmental Plan, Departmental Results Report). The target is also subject to adjustments, to align with the statistical revisions. Data for 2017 and 2018 are considered preliminary.

Note 2: 2018–19 actual results include only Sustainable Development Technology Canada Program data.

Note 3: 2019–20 actual results include only Sustainable Development Technology Canada Program data.

Note 4: Results exclude waste management services.

Note 5: Results exclude waste management services.

Note 6: Targets are comprised of a roll-up of clean-tech project data from various ISED-supported programs, including the SIF, the Sustainable Technology Development Canada, and Federal Development in Northern Ontario.

Note 7: 2019–20 actual results are comprised of a roll-up of clean-tech project data from various ISED-supported programs, including the SIF, the Sustainable Technology Development Canada, and Federal Development in Northern Ontario

Note 8: ISED is implementing an integrated data strategy, which will help address the gap for department-wide detailed program data. Baseline data and a target will be available in 2020–21.

Note 9: ISED is implementing an integrated data strategy with Statistics Canada, which will help address the gap for department-wide detailed program data. Baseline data and will be available in 2020–21.

Note 10: This indicator measures the “non-residential structures, machinery and equipment” and “intellectual property products”, both of which fall under the “Business gross fixed capital formation” of Statistics Canada’s Gross Domestic Product (GDP) (expenditure-based). Statistical revisions are carried out regularly in the Canadian System of Macroeconomic Accounts in order to incorporate the most current information from censuses, annual surveys, administrative statistics, public accounts, etc. Effective October 2018, GDP at basic prices uses 2012 instead of 2007 as the reference year for its real estimates (adjusted for inflation). Therefore, in this table, past years’ values may differ from those published in previous ISED reports (Departmental Plan, Departmental Results Report).

Note 11: Statistical revisions are carried out regularly in the data source for this indicator. As a result, the target and results are subject to adjustments, and past years’ values may differ from those published in previous ISED reports. For the most recent information, please consult the Innovation and Skills Plan Tracker.

Note 12: The slight decrease from 2018 to 2019 is due to a decrease in investments in IP.

Note 13: The scale for calculating countries’ scores was adjusted from 1-7 in 2017 to 1-100 in 2018.

Note 14: Targets represent forecasted application volumes based on historical trends and expected future Canadian and US economic growth. As such, achieving them is not aspirational but is based on the economic conditions that drive IP demand in Canada.

Financial, human resources and performance information for ISED’s program inventory is available in the [GC InfoBase](#).ⁱⁱⁱ

Planned budgetary financial resources for Companies, Investment and Growth

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
2,175,130,142	2,174,630,142	1,483,799,775	853,784,997

The variances between previous reporting and current reporting on planned spending are mainly related to funding received under Canada’s COVID-19 Response Plan. These variances are further marked by decreases due to changes in the funding profiles of several programs: SIF, the Technology Demonstration Program Innovation Superclusters Initiative, and the Canada Foundation for Sustainable Development Technology program. Other decreases relate to the current approved funding for several programs, including contributions to the Patent Collective Pilot Program (IP Strategy), CanCode program, Let’s Talk Science, Business/Higher Education Roundtable, and Digital Skills for Youth. The variances due to decreased spending may be offset based on future budget decisions for program renewals and/or extensions. The variances are also affected by fluctuations in the estimated (amount of) draw down of surplus accumulated by CIPO.

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

Planned budgetary financial resources for Companies, Investment and Growth

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
3,581	3,561	3,550

Financial, human resources and performance information for ISED’s program inventory is available in the [GC InfoBase](#).^v

People, Skills and Communities

Description

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

Planning highlights

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

ISED’s mission is to shape a more resilient, inclusive Canadian economy by encouraging people and communities from all segments of Canadian society to participate. To achieve this objective, the Department will continue to foster a culture of inclusivity in businesses to empower traditionally underrepresented groups ensuring no one gets left behind as Canada builds back a better economy.

The Support for Underrepresented Entrepreneurs program addresses barriers and promotes the growth and competitiveness of entrepreneurs, including underrepresented groups in business and entrepreneurship to build a more inclusive economy. The program provides support to Canadian entrepreneurs who would not typically be supported by traditional lending institutions, and other business support services. It also promotes co-operatives as an important business model that advances sustainable and inclusive growth. The program engages with diverse groups, including women, youth, and Indigenous People, and works to ensure that Canada’s economic development and innovation policies and programs reflect their needs. The program continues to strengthen Canada’s social enterprise community, which includes Federal, provincial and territorial partners, the academic community and Canadian social enterprise practitioners. One planned outcome for this program in 2021-22, is for more young entrepreneurs to have access to business loan and mentorship services.

In-line with ISED’s objective to ensure that people and communities from all segments of Canadian society participate in the economy, the Department will continue supporting underrepresented communities. The Department is committed to working with Black business owners and Black-led organizations across Canada and continue delivering the Black Entrepreneurship Program (BEP) that reflects the realities and needs of Black Canadians. The BEP aims to help Black Canadian business owners and entrepreneurs grow their businesses and succeed now and into the future. As part of this program, the new Black Entrepreneurship Loan Fund will provide loans to Black business owners and entrepreneurs. Additionally, the National

Ecosystem Fund will provide Black Canadians with a range of business advisory services to help them succeed in an entrepreneurial path. Additionally, the Black Entrepreneurship Knowledge Hub will conduct large-scale qualitative and quantitative research on Black entrepreneurship in Canada, conducting detailed mapping of Black business ecosystems across the country. It will gather data on Black entrepreneurship in Canada through the creation of a Hub that will advance evidence-based research, identify critical gaps, and strengthen coordination of support for Black entrepreneurs. The BEP aims to break down systematic barriers to start, maintain, and grow a business among Black entrepreneurs by providing targeted support to enhance overall sustainability, and drive growth, competitiveness, innovation, and productivity towards broader economic and social benefits. Futurpreneur Canada is an organization that receives funding from ISED to support youth, who have traditionally been underserved by traditional lending institutions. In response to the COVID-19 pandemic, the government of Canada committed an additional \$20.1 million in funding, for a total of \$27.8 million in funding from ISED to Futurpreneur Canada. This initiative enables Futurpreneur to support young entrepreneurs by providing loan payment relief to all their clients and top-up loans of up to \$10,000. In 2021-2022, the target for Futurpreneur is to provide mentorship to at least 1,000 youth annually.

The Department will continue to help women start and grow their businesses through growth and financing initiatives under the Women Entrepreneurship Strategy (WES). In 2021–22, ISED and RDAs will work collectively to deliver the WES Ecosystem Fund—a total of up to \$100 million over five years (2018–19 to 2022–23)—to be invested collectively through RDAs (including FedNor) to help not-for-profit organizations support women-led businesses. The Department committed to the fourth year of funding (\$2 million) to the Women Entrepreneurship Knowledge Hub, a one-stop source of knowledge, data and best practices for women entrepreneurs. Activities will include collecting, analyzing, and disseminating information, and advancing research on women’s entrepreneurship to better understand and assist women entrepreneurs, particularly in response to the COVID-19 pandemic. Additionally, ISED will continue to lead a senior management-level steering committee with representation from more than 20 federal organizations to coordinate the implementation of initiatives supporting women entrepreneurs. These initiatives include the Business Development Bank of Canada’s \$200-million Women in Technology Venture Fund and Global Affairs Canada’s Trade Commissioner Service/Business Women in International Trade, which support the participation of women in the economy through increased access to financing and the pursuit of export opportunities. In 2021–22, the committee will continue to maintain a WES branding and communications strategy, and advance gender and diversity data collection, tracking and reporting for federal business-facing programs and services.

The Economic Development in Northern Ontario program promotes economic development and diversification, job creation, and sustainable, self-reliant communities in Northern Ontario. This is achieved by providing transfer payments to SMEs and not-for-profit organizations, including municipalities, municipal organizations, community development organizations and research

institutions, in the following priority areas: community economic development, business growth and competitiveness, and innovation. This program, funded through the Northern Ontario Development Program, Community Futures Program, and Economic Development Initiative transfer payment programs, will continue to encourage the participation of all segments of Canadian society in the economy.

ISED and Portfolio partners will continue to support innovative companies in 2021–22 through the [Regional Economic Growth through Innovation](#)^{vi} (REGI) National Program. This funding program, delivered by RDAs, takes into account the specific needs of businesses and regional innovation ecosystems. RDAs, are one of the Government’s four flagship platforms^{vii} to support innovation. They work with other federal agencies including the National Research Council Canada (NRC), the Trade Commissioner Service and Innovation Canada. REGI enables companies and the organizations that support them to benefit from targeted investments to enhance their competitiveness and grow through technology adoption, development and adaptation, productivity improvements, and commercialization and market expansion. Further information on the REGI initiative and the WES will continue to be shared with applicants and recipients through the FedNor website and e-blasts.

Through FedNor, ISED will continue to collaborate with its partners and engage key stakeholders in discussions on economic development and business growth to ensure that the organization’s investments respond to the needs of SMEs. One way FedNor ensures this is through regular contact with Official Languages stakeholders across Northern Ontario to get feedback about existing programs and potential projects and to identify any areas of concern or action. Through this program, the Department will also continue to collaborate with its partners to encourage participation of all segments of Canadian society in the economy. To achieve this objective, ISED continues to support outreach and liaison activities with communities and SMEs, and assists with project development and referrals, compliance monitoring regarding contribution agreements, and other collaborative activities with other federal departments and Ontario provincial ministries.

Under the Regional Relief and Recovery Fund (RRRF) and through FedNor, ISED will deliver RRRF funds in an efficient and effective manner. This will ensure that all approved funds are committed and released to eligible organizations in a timely fashion so that businesses affected by COVID-19 are able to access liquidity funds to support ongoing operations. FedNor will continue to collaborate with Community Futures Organizations, including Community Futures Development Corporations, their regional networks and the provincial associations to ensure effective, timely and efficient service delivery. Additionally, FedNor will collaborate with the RDAs to support the implementation of the Management Response and Action Plan from the 2019 horizontal evaluation of the Community Futures Program.

High-Speed Internet to all Canadians

ISED has secured new and advanced low-latency Low-Earth Orbit (LEO) satellites with Telesat to bring reliable high-speed Internet access to even the most challenging rural and remote homes and communities in Canada. In 2019, SIF invested \$85 million towards Telesat's LEO constellation project. Looking forward, applications for ground infrastructure to support LEO connectivity have been made through the UBF, and projects will be recommended and selected in 2021–22. Telesat expects service to the far north will start in 2022.

In 2021–22, ISED will continue to implement the UBF which will provide up to \$1.75 billion over seven years to support rural and remote broadband projects across Canada. Funding will support a variety of projects, including large scale and high-impact projects that provide mobile Internet connectivity to benefit Indigenous peoples. There is also a Rapid Response Stream for broadband projects that are to be completed by November 2021. Thirty-five thousand households are expected to be connected by March 31, 2022.

Through the Connect to Innovate (CTI) projects, ISED is investing \$585 million by 2023 to bring high-speed Internet to 975 rural and remote communities in Canada. ISED will continue to roll out broadband infrastructure projects to rural and remote communities in 2021–22. By the end of December 2021, 750 communities and 250,000 households will have been connected by the program.

In 2021–22, the development of digital skills will continue to be supported through ISED's Digital Literacy Exchange Program, which funds 36 not-for-profit partner organizations selected to deliver digital skills training to underrepresented groups. The program provides support for Indigenous communities, persons with disabilities, seniors, those who do not speak English at home and those who have not completed high school. The program encourages participants to improve their skills and increase their level of confidence in using computers and the Internet safely, securely and effectively.

The Accessible Technology Program (ATP) funds the development of affordable assistive and adaptive devices and digital technologies that remove barriers to employment experienced by Canadians with disabilities. Jointly led by the private sector, not-for-profit organizations and

research institutes, the ATP expects to commercialize five products, with a total of 23 additional projects being funded within the program by March 31, 2022. All products are expected to be on the market by March 31, 2026.

The Computers for Schools Plus (CFS+) program refurbishes and delivers an estimated 70,000 ready-to-use computers and other digital services to schools, libraries, non-profits, Indigenous communities and low-income individuals annually. ISED's Connecting Families initiative will continue to provide low-cost, high-speed Internet to low-income families. In 2021–22, ISED will aim to increase the number of Internet Service Providers participating in the initiative and deliver up to 6,500 refurbished computers at no cost to low-income families who need them most.

GBA+

ISED recognizes the impact that GBA+ has on the development and implementation of effective policies and programs that meet the needs of diverse groups of Canadians. In an increasingly fast-paced digital environment, ISED remained committed to supporting all Canadians to participate in the global economy.

ISED supports the creation, transfer and diffusion of knowledge to ensure that Canadians, including underrepresented ones —such as women and girls, Indigenous, youth, Canadians with disabilities, LGBTQ+ groups, and individuals in rural and remote communities —are equipped with the skills and tools to participate in an innovative, high-growth economy.

ISED is continuing to further reduce inequity for historically underrepresented groups. The Department will continue provide opportunities for Canadians in underrepresented groups through a range of programming.

UNs' 2030 Agenda for Sustainable Development and the UN SDGs

ISED is a key contributor to Canada's efforts to develop the 2030 Agenda National Strategy in support of the UN 2030 Agenda for Sustainable Development and the UN SDGs. ISED recognizes there are fewer than 10 years to achieve the SDGs. While ISED supports all 17 SDGs, ISED's mandate, programs and initiatives advance action on Industry, Innovation and Infrastructure (SDG 9) to: "build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation". Additional SDGs relevant to ISED include Climate Action (SDG 13), Responsible Consumption and Production (SDG 12), Sustainable Cities (SDG 11), and Partnership for the Goals (SDG 17).

Experimentation

ISED has continued to support the use of experimentation to inform its evidence-based decision-making by leveraging its foundational investments in design, data and technology. In 2021–22, the Department will expand its use of experimentation to help enhance services and programs, as well as strengthen a culture of evidence-based decision making to the benefit of Canadians.

In 2021–22, ISED will continue to modernize its approach in the collection of data, and leverage survey data to complement its understandings of its target populations for programs and initiatives.

Key risks

To support an innovative and growing digital economy, there are challenges ensuring access to appropriate digital infrastructure, adapting to rapid technological change, and meeting the diverse needs of stakeholders. To mitigate this risk, ISED will continue to implement the UBF, which will provide up to \$1.75 billion over seven years to support broadband projects across Canada. In addition, ISED will continue to roll out broadband infrastructure projects in 2021–20 through CTI projects.

ISED is also committed to ensuring all Canadians can participate in the global digital economy. The Digital Literacy Exchange Program supports the development of digital skills for Canadians of all segments of society, including underrepresented groups. For Canadians with disabilities, the Accessible Technology Program will help remove barriers to employment. The CFS+ program provides a wide range of computer equipment and other digital devices to communities across Canada, and the Connecting Families initiative provides low-cost, high-speed Internet to low-income families.

Planned results for People, Skills and Communities

Departmental result	Departmental result indicator	Target	Date to achieve target	2017–18 actual result	2018–19 actual result	2019–20 actual result
People and communities from all segment of Canadian society participate in the economy	Percentage of Canadian households with an Internet subscription	Year-over-year growth	March 31, 2022	86.4% (2017)	88.8% (2018)	2019 data is expected to be available in 2021
	Percentage of small and medium-sized enterprises that are majority-owned by women and visible minorities	Women: 25% Visible minorities: 14%	December 31, 2025†	Women: 15.6% Visible minorities: 12.2% (Note 1)	Data is expected to be available in 2021 (Statistics Canada survey conducted every three years)	Data is expected to be available in 2021 (Statistics Canada survey conducted every three years)

	Number of small and medium-sized enterprises supported by ISED programs, including those that are majority-owned by women, Indigenous people, youth, visible minorities and persons with disabilities	Year-over-year growth (Note 2)	March 31, 2022 (Note 2)	1,037 youth received loans and mentorship through Futurpreneur	804 youth received loans and mentorship through Futurpreneur	Total SMEs supported by ISED program: 11,744 Majority-owned by women: 3,709 Majority-owned by Indigenous peoples: 405 Majority-owned by youth: 1,303 Majority-owned by visible minorities: 1,265 Majority-owned by persons with disabilities: 2 (Note 3)
--	---	--------------------------------	-------------------------	--	--	--

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

Note 1: For the results on youth specifically, 1.7% of SMEs have primary decision makers younger than 30, and 14.1% have primary decision makers between 30 and 39 (Source: Survey on Financing and Growth of SMEs, 2017). The 2017–18 results presented in the table align with the Futurpreneur definition of youth, which is between 18 and 39.

Note 2: Targets for ISED programs will be set in a future Departmental Plan. ISED is establishing a data agreement with Statistics Canada to report on this indicator. In the interim, ISED is establishing targets based on a roll-up of data from ISED's support to business programs. Figures for majority-owned businesses are a subset of the total number of SMEs supported by ISED programs, and some data is incomplete as not all programs collect data on majority ownership. Note 3: ISED is reporting a roll-up of data from ISED's support to business programs. Figures for majority-owned businesses are a subset of the total number of SMEs supported by ISED programs, and some data is incomplete as not all programs collect data on majority ownership.

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

Planned budgetary financial resources for People, Skills and Communities

2021–22 budgetary	2021–22	2022–23	2023–24
-------------------	---------	---------	---------

spending (as indicated in Main Estimates)	planned spending	planned spending	planned spending
579,216,766	579,716,766	603,521,286	492,321,860

The variances between previous reporting and current reporting on planned spending are primary related to the funding received under Canada's COVID-19 Response Plan, as well as new funding for UBF and the LEO Satellite Capacity Agreement, the Regional Economic Growth through Innovation program and the Community Futures program.

Decreases in future years relate to current approved funding levels for various programs, including the Support for Women Entrepreneurs, Affordable Access Initiative, Accessible Technology Development program, Connect to Innovate and the Digital Literacy Exchange Program. The variances due to decreased spending may be offset based on future budget decisions for program renewals and/or extensions.

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

Planned human resources for People, Skills and Communities

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
279	254	238

Financial, human resources and performance information for ISED's program inventory is available in the [GC InfoBase](#).^x

Science, Technology, Research and Commercialization

Description

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

Planning highlights

Departmental Result: Canadian science, technology and innovation (SITn) research contributes to knowledge transfer.

Canadians have been challenged on many fronts with the COVID-19 pandemic. Leveraging and mobilizing Canada's scientific and technological excellence is crucial to its timely and well-informed response. By maintaining and strengthening Canada's knowledge foundation and research excellence, ISED will be able to meet the needs of Canadian researchers and businesses, and equip them to make scientific and innovation breakthroughs and advancements on the world stage.

To develop Canada's world-leading research capacity, ISED invests in third-party science and research organizations, which help deliver a wide range of innovation-related research activities across Canada. These contributions help foster research collaboration between postsecondary research institutions, industry and civil society and advance areas of strategic interests (e.g. COVID-19, emerging technologies).

Since the beginning of the COVID-19 pandemic, these organizations have adapted to the new reality and shifted some of their activities to contribute to research related to the pandemic as well as to help Canadians through economic challenges. For example, Genome Canada is coordinating a national genome sequencing effort through the Canadian COVID Genomics Network (CanCOGeN), Mitacs is supporting additional internships for students, and Canadian Institute for Advanced Research is leveraging its network to apply the latest advancements in artificial intelligence for innovation.

In 2021–22, ISED will continue to implement existing contributions to third-party science and research organizations, including their activities related to the pandemic, monitor their compliance and performance against funding agreement obligations and expectations; maintain an ongoing dialogue with third-party science and research organizations and manage their expectations regarding the establishment of the Strategic Science Fund. Going forward, recipient organizations and the corresponding level of support will be determined through the Fund's competitive allocation process, with advice from the expert panel and informed by the Minister of Innovation, Science and Industry's and Minister of Health's overall strategy.

Moreover, ISED will continue to work closely with the Canada Foundation for Innovation (CFI) as the CFI administers ongoing programming and launches new competitions that address the research infrastructure needs of Canadian researchers. As part of this engagement, ISED will work with the CFI to identify enhancements to the Foundation’s programming, based on the results of a recent evaluation completed in 2020.

Continued collaboration with the granting agencies—CFI and Health Canada—in governing tri-agency research programs and other initiatives are important parts of ISED’s contribution to achieve Canada's vision for a world-leading research enterprise that advances the social, cultural and economic well-being of all Canadians.

ISED will monitor and support the ongoing implementation of the [Digital Research Infrastructure Strategy](#)^{xi}. The New Digital Research Infrastructure Organization (NDRIO) has begun implementation of early activities, including those related to research data management, to ensure that academic researchers in Canada continue to have access to the digital tools necessary to conduct world-leading research. In 2021–22, ISED will oversee NDRIO’s continued development and implementation of a national vision for advanced research computing, research data management, and research software, including investing in a nationally coordinated DRI ecosystem that leverages federal, provincial, institutional and private-sector funding. NDRIO will continue to collaborate with CANARIE and Compute Canada to facilitate transition of data management, research software, and advanced research computing infrastructure and services to NDRIO, as of March 31, 2022.

The Department will also continue to support the operation, safeguarding and maintenance of Canada's digital network for research and education through implementation of the renewed contribution agreement with CANARIE, with an enhanced cybersecurity mandate. This includes activities related to the Network Operations for the National Research and Education Network, next generation Technology Innovation; the Digital Accelerator for Innovation and Research program; and the Joint Security Project to strengthen national research and education network security.

ISED will also continue to monitor the implementation of the Advanced Research Computing expansion across the five national host sites. Sites will continue to install and operate the infrastructure procured under the program, including addressing any delays caused by the COVID-19 pandemic. To increase the security of the Advanced Research Computing program, work will continue with the Compute Canada Federation to implement a medium-term cybersecurity action plan. A number of other planned activities related to other third-party science and research organizations will be announced through corporate planning initiatives, throughout 2021–22.

In addition to significant investments in third-party science and research organizations, ISED is also engaged across government and internationally. The Department is working closely with Global Affairs Canada on the process to negotiate Canada’s association with the Horizon Europe

program for 2021–27, the largest globally collaborative science, research and innovation program with a budget of \$123 billion over seven years.

GBA+

ISED considers GBA+ an important tool that supports the development and maintenance of its partnerships to leverage Canada’s innovation strengths to bridge the gaps from science, to commercialization, to investment and scale-up. ISED will work to continue to advance measures to enhance equity, diversity and inclusion in research.

UNs’ 2030 Agenda for Sustainable Development and the UN SDGs

ISED is a key contributor to Canada’s efforts to develop the 2030 Agenda National Strategy in support of the UN’s 2030 Agenda for Sustainable Development and the UN SDGs. ISED recognizes there are fewer than 10 years to achieve the SDGs. While ISED supports all 17 SDGs, ISED’s mandate, programs and initiatives advance action on Industry, Innovation and Infrastructure (SDG 9) to: “build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation”. Additional SDGs relevant to ISED include Climate Action (SDG 13), Responsible Consumption and Production (SDG 12), Sustainable Cities (SDG 11), and Partnership for the Goals (SDG 17).

Experimentation

ISED has continued to support the use of experimentation to inform its evidence-based decision-making by leveraging its foundational investments in design, data and technology. In 2021–22, the Department will expand its use of experimentation to help enhance services and programs, as well as strengthen a culture of evidence-base decision making to the benefit of Canadians.

ISED is exploring potential proof of concept projects, including a pilot project on cloud computing for NDRIO.

Key risks

There is inherent uncertainty when investing in research and development, which has been enhanced by the rapid mobilization of programming in response to COVID-19. To mitigate this risk, ISED is pursuing a variety of initiatives to support research and development in Canada to continue to maintain and strengthen Canada’s knowledge foundation and research excellence. In 2021–22, ISED will monitor and support the ongoing implementation of the Digital Research Infrastructure Strategy to ensure that academic researchers in Canada continue to have access to the digital tools necessary to conduct world-leading research. ISED will also continue to work closely with the CFI as it administers ongoing programming and launches new competitions that address the research infrastructure needs of Canadian researchers.

Planned results for Science, Technology, Research and Commercialization

Departmental result	Departmental result indicator	Target	Date to achieve target	2017–18 actual result	2018–19 actual result	2019–20 actual result
Canadian science, technology and innovation (SITn) research contributes to knowledge transfer	Canada's rank among OECD nations on the average relative citation (ARC) score of science research publications	In the top 10	December 31, 2025†	15th (2017)	18th (2018)	2019 data is expected to be available in 2021
	Percentage of Canada's higher education research and development (HERD) financed by the business sector	Canada remains higher than the OECD average	December 31, 2025	7.8% (2017) (OECD: 6.2%)	Not available – data for 2018 is expected to be released in 2021.	Not available – data for 2019 is expected to be released in 2022

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

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

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

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
807,922,193	807,922,193	802,476,329	602,658,205

The variances between previous reporting and current reporting on planned spending are primarily related to increases in the approved funding profiles of the CFI and the Digital Research Infrastructure Strategy, as well as funding received under Canada's Research and Innovation Response to COVID-19 for Genome Canada.

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

Planned human resources for Science, Technology, Research and Commercialization

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
83	83	83

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

Internal Services: planned results

Description

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

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

Planning highlights

The Department's internal actions are centered on Renewal at ISED's three areas of focus: being agile and purpose-driven, inclusive and healthy, and equipped and capable. These are in line with the public service renewal key areas identified by the Clerk of the Privy Council in his [Twenty-Sixth Annual Report to the Prime Minister on the Public Service of Canada](#)^{xv}. ISED is continuing to improve its work on renewal by building on the progress achieved in past years and by applying organizational growth strategies from high-performing organizations to pursue its path to success.

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

In 2021–22 ISED will continue to pursue solutions to simplify the mobilization of people and improve organizational agility. This includes implementing standardized job descriptions wherever possible to improve organizational agility and enable the Department to rapidly adjust to emerging needs and pivoting mandates. The Department will also renew its approach toward telework to align with the Treasury Board of Canada Secretariat's direction on the Future of Work. New and existing tools will be further developed to support managers and employees as

we transition to a future of work culture that continues to leverage the use of telework in a post-COVID-19 pandemic environment.

By continuing to build its in-house experimentation expertise in 2021–22, ISED will be able to develop, conduct and report back on experiments across ISED, as well as provide oversight and guidance on experiments conducted internally. Greater expertise in experimentation will allow experimental methods to be considered by default in the testing phase of all Design Centre of Expertise Projects. In 2021–22, evidence-based decision making through experimentation will inform internal corporate processes while building organizational capacity to adopt an experimentation mindset to guide key decisions. For example, experiments undertaken will inform how ISED can improve employee self-identification as part of its commitment to improve diversity, improve financial processes, staffing and accommodation services.

In 2021–22, the Department will continue the implementation of the Procurement Process Modernization Initiative (PPMI). PPMI will allow the department to transition from largely paper-based, time-consuming and manually driven processes to an electronic solution for the approval of invoices as well as for the contracting process. This initiative is scheduled to be completed in 2021–22.

In 2021–22, ISED will continue to prioritize organizational reviews at the enterprise level to align efforts with business priorities. This includes an exercise to standardize Grants and Contributions management in order to simplify our processes in support of a better user experience. New and existing tools will be further developed to support managers and employees as we transition to a future of work culture that continues to leverage the use of telework in a post-pandemic environment. Telework will also support opportunities to identify and onboard talent from across the country, increasingly important in the growing competition for talent.

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

In 2021–22, the Department will prepare for the implementation of the Accessible Canada Act at ISED. To achieve this objective, consultations will be held with employees and clients to inform the creation and drafting of a three-year Departmental Accessibility Plan.

In line with ISED's commitment to making leadership more diverse and inclusive, clear representation goals for the composition of senior management teams will be set, and senior management will be held accountable through their annual Performance Management Agreements. All employees, including senior management, will continue to be encouraged to self-identify if they belong to any Employment Equity group for the purposes of tracking better

representation data and determining whether ISED reflects the population that it serves. Additionally, the Department will implement the Official Languages (OL) Three-Year Action Plan (2021–24), which has been informed by an earlier OL Maturity exercise. This plan will comprise activities to ensure ISED’s compliance with obligations mandated by the Official Languages Act and to improve its people management practices.

As departments look for ways to maintain healthy workplaces, the Ombudsman’s Office for Mental Health and Employee Well-Being continues to offer independent, confidential, and impartial services for employees and managers to have informal conversations on harassment, mental health and other workplace issues. Through observations and confidential one on one meetings with clients, the Ombudsman is well positioned to make recommendations to the deputy ministers and senior officials—including through the publication of an Annual Report—to support employees’ mental health and well-being in the workplace.

The Ombudsman’s Office and its Conflict Prevention and Early Resolution (CPER) Unit offer a range of informal conflict management services such as coaching, facilitated discussions, mediations and workplace assessment and restoration. As part of a strategy to support the long-term health of the organization, the Ombudsman is committed to ensuring that its delivery of workshops will provide relevant information on current working realities, such as working or managing in a virtual environment and emotional intelligence coaching for managers.

ISED will look to find ways to expand the in-house capabilities and service offerings in the space of mental health, psychological safety and employee well-being. Employees will continue to be supported throughout the COVID-19 pandemic with expanded tools, information sessions, resources and mental health supports.

In 2021–22, ISED will continue to lead on COVID-19 internal responses by maintaining the measures implemented in the workplace to ensure the health and safety of ISED employees as per guidance received by central agencies. The Department will closely monitor and adjust its activation of the phases of ISED’s Return to Work Plan based on a number of factors, including the number of COVID-19 cases involving onsite ISED employees, the ability to maintain physical distancing in the workplace, the level of congestion in common areas such as elevators and washrooms, etc.

The Department demonstrates a commitment to long-term health and a sustainable future by embracing diversity, tolerance and acceptance, encouraging teamwork, and being inclusive in its decision making. As per the Building Greater Diversity at ISED plan, the Department will establish internal representation goals to help ensure that members of Employment Equity groups (i.e., women, Indigenous Peoples, persons living with disabilities, racialized persons) have equitable opportunities for recruitment, retention, development and promotion. Other initiatives, including the implementation of ISED’s 2021–2024 Employment, Equity, Diversity and

Inclusion Action Plan, further the Department’s commitment to identifying and eliminating employment barriers against persons in designated groups.

ISED will continue to foster a workplace culture free from racism and discrimination, by creating spaces and holding constructive and safe dialogue on structural racism, systemic racism and systemic discrimination, and the use of language so that employees can learn from each other’s perspectives and lived experiences.

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

In 2021–22, ISED will develop its Leader’s Profile based on Renewal at ISED (Beyond2020) and research on high-performing organizations. ISED will continue to support building of management and leadership capacity through formal and informal learning, aligned with the new Leader Profile with the implementation of a revised leadership development offerings menu targeted to each executive level as well as a Leadership Learning Roadmap for all non-executive leaders.

The Digital Office will continue to evolve by placing modern tools that enable mobility and collaboration in the hands of ISED employees. This initiative will include modernizing various software and access to features and platforms, including those that offer interactive capabilities to enhance collaboration and enterprise social networks.

In 2021–22, ISED will continue the phased implementation of its Departmental Data Strategy – ISED’s approach to creating, protecting, using, managing and sharing data as a strategic asset to enable informed decisions that lead to better outcomes and services for Canadians and Canadian businesses. Activities will focus on actions related to its theme of Building a Data Culture while completing activities that align with its theme of Laying the Foundation. This includes the continued development and implementation of departmental data standards, implementation and promotion of resources and information that ISED employees and managers can use to upskill data related skills and competencies, ongoing data governance through data stewardship designed to oversee departmental data processes, and the continued use of pilot projects designed to support the needs of the current environment and provide innovative solutions to problems. This phased implementation allows for a better understanding of priorities, a clear identification of key actions and solutions and an appropriate scaling of solutions.

In 2021–22, investments will continue to be made in IT infrastructure and tools to ensure interoperability, functionality, and security. ISED will be modernizing the cyber resiliency of its IT System by establishing a dedicated security operations centre for monitoring, detecting and

responding to cyber threats across ISED’s growing cloud presence, as well as lead projects to enhance service delivery across the Department.

ISED is committed to empowering and equipping public servants with knowledge and resources to end the stigma of mental health, to inspire everyone to make mental health matter and to change organizational culture. In the context of current work realities, the Canadian Innovation Centre for Mental Health in the Workplace—part of the Office of the Ombudsman for Mental Health and Employee Well-Being—is an open, inclusive and a collaborative forum that supports the delivery of practical workshops, by experts in the field, to support the mental health and employee well-being of all public servants across Canada.

ISED’s Future of Work initiative will continue to be advanced, and includes discussions intended to identify opportunities to accommodate ISED’s growth in its existing space holdings by implementing more flexible work arrangements and/or telework. This will include developing a new ISED Office Sit-up Standard, and the creation of a five-year workplace modernization strategy. We will continue to be deliberate in how we collectively shape the future of our work, workforce, and workplace and continue to drive towards Renewal at ISED outcomes.

Planned budgetary financial resources for Internal Services

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
171,841,741	171,841,741	169,248,837	167,466,939

The variances between previous reporting and current reporting on planned spending are related to budget realignment as part of the Departmental Results Framework exercise, and internal reallocations for special projects.

Planned human resources for Internal Services

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
1,573	1,572	1,572

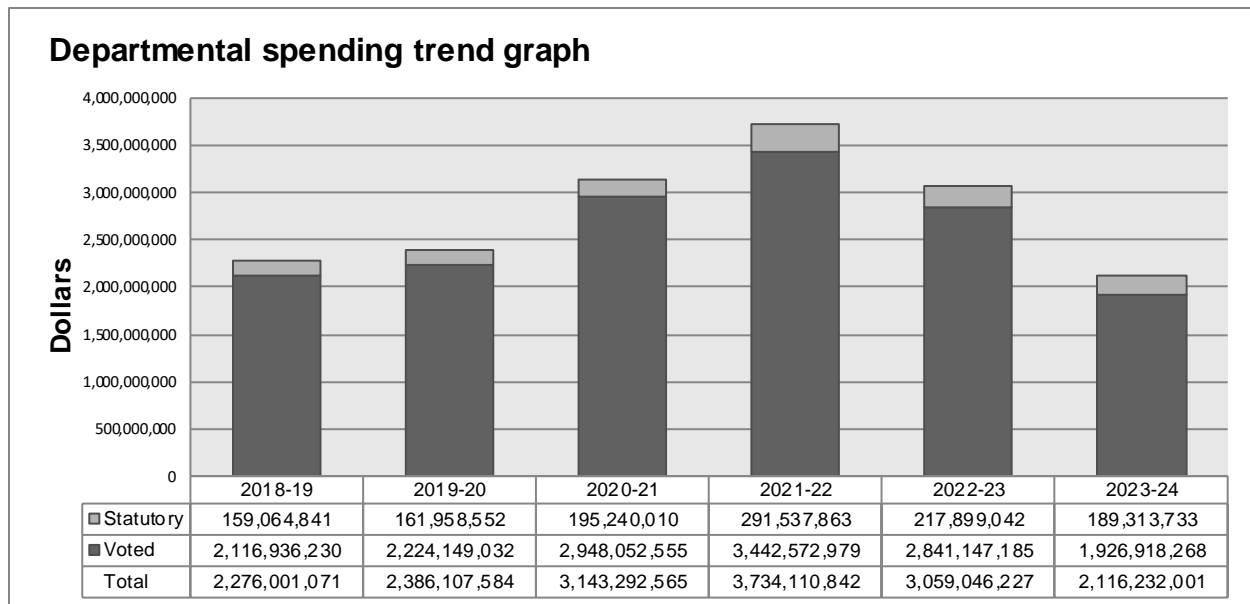
Spending and human resources

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

Planned spending

Departmental spending 2018–19 to 2023–24

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



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

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

Core responsibilities and Internal Services	2018–19 expenditures	2019–20 expenditures	2020–21 forecast spending	2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
Companies, Investment and Growth (Note 1)	1,043,033,393	1,287,562,884	1,910,517,835	2,175,130,142	2,174,630,142	1,483,799,775	853,784,997
People, Skills and Communities (Note 2)	174,567,700	212,440,699	457,617,197	579,216,766	579,716,766	603,521,286	492,321,860
Science, Technology and Commercialization (Note 3)	872,547,722	710,063,274	592,706,743	807,922,193	807,922,193	802,476,329	602,658,205
Subtotal	4,005,729,930	4,207,693,015	5,464,066,353	3,562,269,101	3,562,269,101	2,889,797,390	1,948,765,062
Internal Services	185,852,256	176,040,727	182,450,789	171,841,741	171,841,741	169,248,837	167,466,939
Total	2,276,001,071	2,386,107,584	3,143,292,565	3,734,110,842	3,734,110,842	3,059,046,227	2,116,232,001

2021–22 Budgetary planned gross spending summary (dollars)

Note 1: The variances between previous reporting and current reporting on planned spending are mainly related to funding received under Canada’s COVID-19 Response Plan. These variances are further marked by decreases due to changes in the funding profiles of several programs: SIF, the Technology Demonstration Program Innovation Superclusters Initiative, and the Canada Foundation for Sustainable Development Technology program. Other decreases are the result of the current approved funding of several programs, including the Innovation Superclusters Initiative, contributions to the Patent Collective Pilot Program (IP Strategy), CanCode program, Let’s Talk Science, Business/Higher Education Roundtable, and Digital Skills for Youth. The variances due to decreased spending may be offset based on future budget decisions for program renewals and/or extensions. The variance is also impacted by fluctuations in the estimated amount of draw down of CIPO accumulated surplus.

Note 2: The variances between previous reporting and current reporting on planned spending are primarily related to the funding received under Canada’s COVID-19 Response Plan, as well as new funding for the UBF and the LEO Orbit Satellite Capacity Fund, the Regional Economic Growth through Innovation program and the Community Futures program. Decreases in future years relate to current approved funding levels for various programs, including the Support for Women Entrepreneurs, Affordable Access Initiative, Accessible Technology Development program, Connect to Innovate and the Digital Literacy Exchange Program. The variances due to decreased spending may be offset based on future budget decisions for program renewals and/or extensions.

Note 3: The variances between previous reporting and current reporting on planned spending are primarily due to increases in the approved funding profiles of the CFI and the Digital Research Infrastructure Strategy, as well as funding received under Canada’s Research and Innovation Response to COVID-19 for Genome Canada.

The following table reconciles gross planned spending with net planned spending for 2021–22.

Core responsibilities and Internal Services	2021–22 planned gross spending	2021–22 planned revenues netted against expenditures	2021–22 planned net spending
Companies, Investment and Growth	2,426,600,500	251,470,358	2,175,130,142
People, Skills and Communities	579,216,766	-	579,216,766
Science, Technology and Commercialization	807,922,193	-	807,922,193
Subtotal	3,813,739,459	251,470,358	3,562,269,101
Internal Services	207,419,741	35,578,000	171,841,741
Total	4,021,159,200	287,048,358	3,734,110,842

ISED's 2021–22 Budgetary Planned Gross Spending is \$4 billion, which includes \$287 million in vote netted revenues, accounting for total planned net spending of \$3.7 billion

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

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

Planned human resources

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

Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2018–19 actual full-time equivalents	2019–20 actual full-time equivalents	2020–21 forecast full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Companies, Investment and Growth	3,347	3,528	3,573	3,581	3,561	3,550
People, Skills and Communities (Note 1)	139	153	169	279	254	238
Science, Technology and Commercialization	89	86	84	83	83	83
Subtotal	3,575	3,767	3,826	3,943	3,898	3,871
Internal Services	1,557	1,572	1,552	1,573	1,572	1,572
Total	5,132	5,339	5,378	5,516	5,470	5,442

Note 1: The increase in 2021–20 is largely attributed to the start-up of the UBF program. The variances in future years primarily are due to sunseting programs: CanCode, Affordable Access, Accessible Technology and Literacy.

Estimates by vote

Information on ISED’s organizational appropriations is available in the [2021–22 Main Estimates](#)^{xvi}.

Future-oriented Condensed statement of operations

The future-oriented condensed statement of operations provides an overview of ISED’s operations for 2020–21 to 2021–22.

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

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on ISED’s [website](#)^{xvii}.

Future-oriented Condensed statement of operations for the year ending
March 31, 2022 (dollars)

Financial information	2020–21 forecast results	2021–22 planned results	Difference (2021–22 planned results minus 2020–21 forecast results)
Total expenses	3,379,394,560	3,893,803,162	514,408,602
Total revenues	251,152,500	252,755,800	1,603,300
Net cost of operations before government funding and transfers	3,128,242,060	3,641,047,362	512,805,302

Total expenses year-over-year are expected to increase by approximately 15% (\$514 million). The change is mainly attributable to increases in transfer payments, particularly for the UBF, the SIF and the CFI. The operating expenditures are expected to remain relatively stable in 2021–22.

Corporate information

Organizational profile

Appropriate ministers:

Minister of Innovation, Science and Industry:

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

Minister of Economic Development and Official Languages

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

Minister of Women and Gender Equality and Rural Economic Development

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

Minister of Small Business, Export Promotion and International Trade

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

Institutional head:

Simon Kennedy

Ministerial portfolio:

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

Enabling instrument(s):

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

Year of incorporation / commencement:

1892

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

“Raison d'être, mandate and role: who we are and what we do” is available on Innovation, Science and Economic Development Canada's [website](#)^{xx}.

For more information on the Department's organizational mandate letter commitments, see the [Ministers' mandate letter](#)^{xxi}.

Operating context

Over the last five years, Canada has dramatically re-imagined its microeconomic policy framework and introduced an entire suite of industrial tools and supports for businesses centred on a partnership approach – one that creates a culture of innovation from the ground up. The multi-year, Innovation and Skills Plan represents a suite of initiatives and programs designed to

build on Canada's strengths, address its weaknesses, and compete in an era defined by accelerating technological, economic, and social change. It provides the micro-economic framework for Canada to become a leader in the data-driven digital economy, strengthen regional ecosystems, and support Canada's high-growth potential areas.

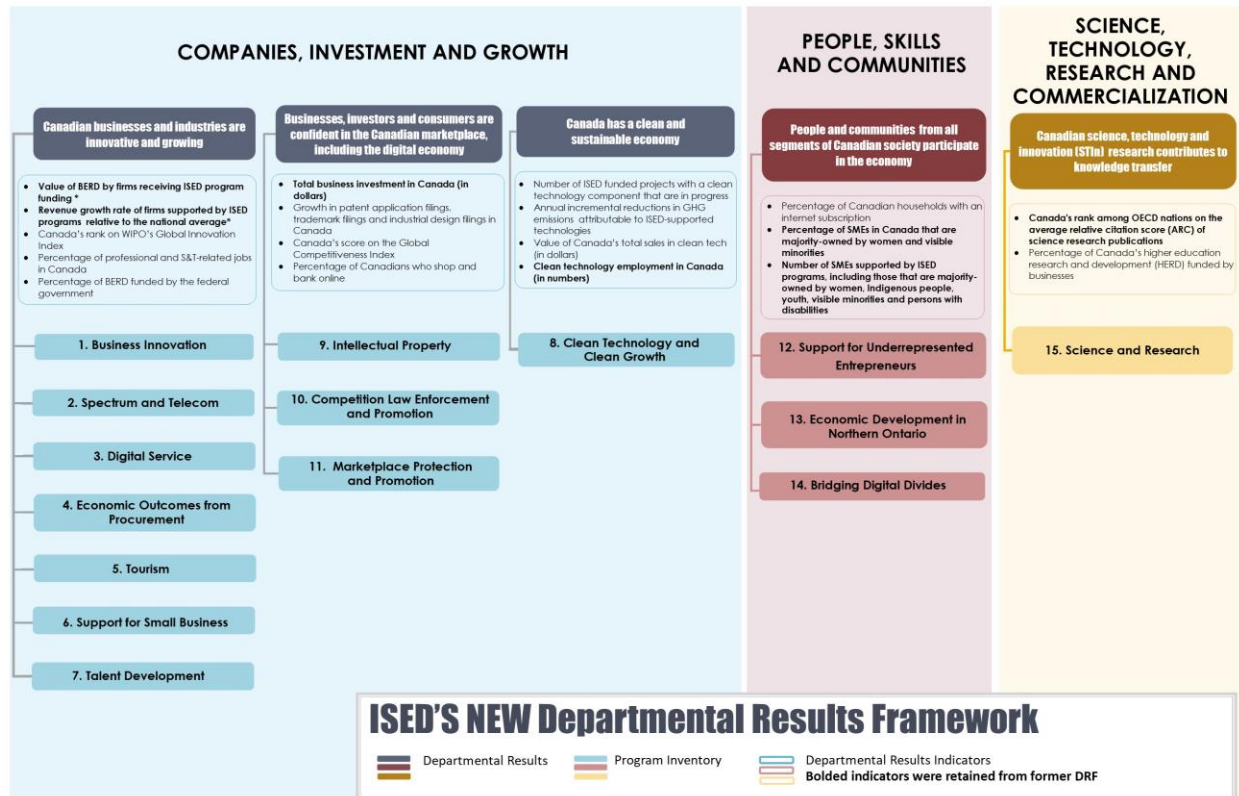
While developed prior to the economic crisis brought on by COVID-19, many elements of the Innovation and Skills Plan will be leveraged and built upon to support Canada's recovery, particularly as the COVID-19 pandemic has only accelerated trends identified prior to the outbreak, such as the growth of the data and digital economy and technological innovation. The COVID-19 pandemic has provided an unprecedented shock – impacting all sectors, and all countries around the world. In order to position Canada to thrive economically in a post-COVID-19 environment, ISED, alongside industry partners, aims to tackle the fault lines and fractures exposed by this pandemic, and how we embrace new opportunities to build a resilient economy that benefits all Canadians.

ISED will work to determine how best to support the unique needs of the sectors that comprise our economy as well as how to help them adapt to the global impacts of the COVID-19 pandemic and remain sustainable in the long term. This means soliciting input and feedback from industry stakeholders and Canadians from coast-to-coast-to-coast.

Working with partners across all levels of government and the private sector, ISED aims to help shape a sustainable, inclusive, resilient, and competitive Canadian economy for the post-COVID-19 reality. This means designing an approach that will provide industrial and economic advantage in a new economic and societal context – and one that will be resilient to future economic shocks. Canada will need to continue to build consumer and citizen confidence, support Canadians as they re-enter the workforce, ensure that businesses have the tools they need to adapt to new health and economic realities, and position our economic sectors to thrive in the global digital economy.

Reporting framework

ISED’s approved Departmental Results Framework and Program Inventory for 2021–22 are as follows.



Changes to the approved reporting framework since 2021–22

ISED updated its reporting framework for 2021–22 to better align its Departmental Results with the Department’s enduring, legislated mandate, as outlined in the [Department of Industry Act](#)^{xxii}. As part of this exercise, ISED reviewed its Program Inventory and realigned its programs according to the Departmental Results to which they contribute. As well, some programs were merged where there was significant alignment in the results they are working to achieve. Finally, some program names were updated to better describe their focus.

A summary of the changes are indicated in the table, below.

Structure	2021–22	2020–21	Change	Reason for change
CORE RESPONSIBILITY	People, Skills and Communities	People, Skills and Communities	No change	

PROGRAM	Support for Underrepresented Entrepreneurs	Entrepreneurship Policy	No change	Title was updated to better represent the focus of this programming.
PROGRAM	Bridging Digital Divides	Bridging Digital Divides	No change	
PROGRAM	Economic Development in Northern Ontario	Economic Development in Northern Ontario	No change	
PROGRAM		Consumer Affairs	Program ended	This program has been consolidated under the Marketplace Protection and Promotion Program (under the Companies, Investment and Growth CR) due to the cross-cutting nature of the outcomes for multiple programs.
CORE RESPONSIBILITY	Science, Technology, Research and Commercialization	Science, Technology, Research and Commercialization	No change	
PROGRAM	Science and Research	Higher Education Sector Science and Research	Title change	The name of the Program was updated to reflect the broad range of Transfer Payment Programs it encompasses.
PROGRAM		Horizontal Science, Research and Technology Policy	Program ended	This Program was removed due to the fact that policy and secretariat programs are now being reflected as supporting functions in the Program Inventory, per TBS's guidance.
PROGRAM		Innovation Superclusters Initiative	Program ended	This Program was consolidated under the Business Innovation Program (under the Companies, Investment and Growth CR) due to the cross-cutting nature of the outcomes for multiple programs.
PROGRAM		Support to External Advisors	Program ended	This Program was removed due to the fact that policy and secretariat programs are now being reflected as supporting functions in the

				Program Inventory, per TBS's guidance.
CORE RESPONSIBILITY	Companies, Investment and Growth	Companies, Investment and Growth	No change	
PROGRAM	Business Innovation	Innovation in Businesses	Title change	Title was simplified.
PROGRAM	Support for Small Business	Support and Financing for Small Business	Title change	Title was simplified.
PROGRAM		Business Policy and Analysis	Program ended	This Program was consolidated under the Business Innovation Program (under the Companies, Investment and Growth CR) due to the cross-cutting nature of the outcomes for multiple programs.
PROGRAM	Economic Outcomes from Procurement	Economic Outcomes from Procurement	No change	
PROGRAM	Digital Service	Digital Service	No change	
PROGRAM	Spectrum and Telecommunications	Spectrum and Telecommunications	No change	
PROGRAM	Clean Technology and Clean Growth	Clean Technology and Clean Growth	No change	
PROGRAM		Communication, Technologies, Research and Innovation	Program ended	This Program was consolidated under the Spectrum and Telecommunications Program (under the Companies, Investment and Growth CR) due to the cross-cutting nature of the outcomes for both programs.
PROGRAM		Business Conditions Policy	Program ended	This Program was removed due to the fact that policy and secretariat programs are now being reflected as supporting functions in the Program Inventory, per TBS's guidance.
PROGRAM	Tourism	Tourism Policy	No change	Title was simplified.
PROGRAM	Talent Development	Talent Development	No change	This Program was moved from the People, Communities

				and Skills CR to Companies, Investment and Growth.
PROGRAM	Intellectual Property	Intellectual Property	No change	
PROGRAM	Competition Law Enforcement and Promotion	Competition Law Enforcement and Promotion	No change	
PROGRAM		Insolvency	Program ended	This program has been consolidated under the Marketplace Protection and Promotion Program (under the Companies, Investment and Growth CR) due to the cross-cutting nature of the outcomes for multiple programs.
PROGRAM		Federal Incorporation	Program ended	This program has been consolidated under the Marketplace Protection and Promotion Program (under the Companies, Investment and Growth CR) due to the cross-cutting nature of the outcomes for multiple programs.
PROGRAM		Investment Review	Program ended	This program has been consolidated under the Marketplace Protection and Promotion Program (under the Companies, Investment and Growth CR) due to the cross-cutting nature of the outcomes for multiple programs.
PROGRAM		Trade Measurement	Program ended	This program has been consolidated under the Marketplace Protection and Promotion Program (under the Companies, Investment and Growth CR) due to the cross-cutting nature of the outcomes for multiple programs.
PROGRAM	Marketplace Protection and Promotion		New program	This Program consolidates five former Programs due to the cross-cutting

					nature of the outcomes for multiple programs.
--	--	--	--	--	---

Supporting information on the program inventory

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

Supplementary information tables

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

- ▶ Departmental Sustainable Development Strategy
- ▶ Details on transfer payment programs
- ▶ Gender-based analysis plus

Federal tax expenditures

ISED's Departmental Plan does not include information on tax expenditures that relate to its planned results for 2021–22.

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

Organizational contact information

Mailing address:

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

Fax: 613-954-2340

Email: ic.info-info.ic@canada.ca

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

Appendix: definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

core responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

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

departmental priority (priorité ministérielle)

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

departmental result (résultat ministériel)

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

departmental result indicator (indicateur de résultat ministériel)

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

departmental results framework (cadre ministériel des résultats)

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

Departmental Results Report (rapport sur les résultats ministériels)

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

experimentation (expérimentation)

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

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

full-time equivalent (équivalent temps plein)

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

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

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

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2021–22 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

horizontal initiative (initiative horizontale)

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

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

performance indicator (indicateur de rendement)

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

performance reporting (production de rapports sur le rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

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

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

program (programme)

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

program inventory (répertoire des programmes)

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

result (résultat)

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

statutory expenditures (dépenses législatives)

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

strategic outcome (résultat stratégique)

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

target (cible)

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

voted expenditures (dépenses votées)

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

Endnotes

- i Canada's Blue Economy Strategy, <https://www.canada.ca/en/fisheries-oceans/news/2020/12/canada-commits-to-growing-the-blue-economy-at-home-and-around-the-globe.html>
- ii The Red Tape Reduction Act, <https://www.canada.ca/en/government/system/laws/developing-improving-federal-regulations/regulatory-evaluation-results/what-we-heard-report-regulatory-modernization.html#toc10>
- iii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- v GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi Regional Economic Growth through Innovation, <https://dec.canada.ca/eng/programs/regi/index.html>
- vii The other three platforms are : the National Research Council of Canada Industrial Research Assistance Program the Strategic Innovation Fund and the Canada Trade Commissioner Service.
- viii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- x GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xi Digital Research Infrastructure <https://www.ic.gc.ca/eic/site/136.nsf/eng/home>
- xii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xiii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xv 26th Annual Report to the Prime Minister on the Public Service of Canada, <https://www.canada.ca/en/privy-council/corporate/clerk/publications/26-annual-report.html>
- xvi 2019–20 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xvii Future-Oriented Statement of Operations, https://www.ic.gc.ca/eic/site/017.nsf/eng/h_07645.html
- xviii Innovation, Science and Economic Development portfolio, http://www.ic.gc.ca/eic/site/icgc.nsf/eng/h_00022.html
- xix Justice Canada, Department of Industry Act, <https://laws-lois.justice.gc.ca/eng/acts/i-9.2/>
- xx ISED's Raison d'être, mandate and role: who we are and what we do https://www.ic.gc.ca/eic/site/icgc.nsf/eng/h_00018.html
- xxi Mandate Letters <https://pm.gc.ca/en/mandate-letters>
- xxii Department of Industry Act, <https://laws.justice.gc.ca/eng/acts/I-9.2/index.html>
- xxiii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxiv Supplementary Information Tables, https://www.ic.gc.ca/eic/site/017.nsf/eng/h_07647.html
- xxv Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- xxvi Innovation, Science and Economic Development Canada website, <http://www.ic.gc.ca/eic/site/icgc.nsf/eng/home>