Summary of Corporate Plan
2008–2009 to 2012–2013

Summary of Operating Budget
2008–2009

Summary of Capital Budget
2008–2009

Standards Council of Canada
Conseil canadien des normes

Canada

Our Mandate: The mandate of the Council is to promote efficient and effective voluntary standardization in Canada, where standardization is not expressly provided for by law.

Mission: To lead and facilitate the development and use of national and international standards and accreditation services in order to enhance Canada's competitiveness and well-being.

Vision: To improve Canadians' quality of life through the leadership of Canada's National Standards System.

In its simplest form, a *standard* is an agreed upon set of criteria or rules against which things are measured or compared. Though we often speak of "voluntary standards", many standards are referenced in regulation making adherence to them mandatory.

Standards Council of Canada (SCC) promotes the use of formal standards that detail technical requirements for products, services and systems.

Conformity assessment is any activity related to the verification of conformance to a standard. This includes accreditation and accredited activities such as testing and certification.

Standardization refers to both standards development and conformity assessment activities.

Contact us:
Email: info@scc.ca
Mail: 200-270 Albert Street
Ottawa, Ontario K1P 6N7
Phone: 613-238-3222
Fax: 613-569-7808

Standards Council of Canada
Conseil canadien des normes

Table of Contents

1 SCC's Five-Year Plan – Executive Summary

Operating Environment

- Resources are currently stretched as the Standards Council of Canada (SCC) seeks to respond to growing internationalization of standards and conformity assessment activities as well as to increased domestic demands. The expectation by various stakeholders for new programs has increased over the past few years. SCC will focus on strategies to increase financial resources and increase stakeholder participation in support of new program offerings.

- Changes in demographics are beginning to impact on recruitment of volunteers for SCC's committees and on SCC staffing. Committee membership is vital to delivery of SCC programs and services and to Canada's influence regionally and internationally. To address recruitment of volunteers for SCC's committee membership, SCC will dedicate appropriate human and financial resources. SCC is also developing a talent management program to secure human resource requirements for SCC's highly technical positions.

- SCC's accreditation programs face a number of challenges as the market for conformity assessment services consolidate globally. This program currently comprises approximately 40 per cent of SCC revenues and therefore is critical to its success. A long-term strategy will be developed to address competitive forces in the marketplace, respond to emerging demands and enhance existing programs and services.

- A growing concern for the Canadian public is the increasing presence of products that bear counterfeit certification marks. SCC must partner with relevant stakeholders to proactively address this concern.

- In times of rapid technological change, and as leader of the National Standards System (NSS), SCC will need to continue to provide a strong voice internationally to facilitate the standards development process and to ensure that emerging Canadian technologies are widely accepted.

- Through the development of an enterprise risk management assessment (ERMA) system, SCC has identified key operational areas of risk for the planning period: ensuring adequate human and financial resources, international technical participation, and ensuring the long term viability of SCC's accreditation programs and services. SCC intends to closely ensure strategies are in place to mitigate or minimize these risks.

Strategic Priorities

SCC will focus its efforts on five strategic priorities for achieving its mandate for the period 2008-2009 to 2012-2013.

STRATEGIC PRIORITY 1:

Build capacity through increasing revenues and participation in order to best fulfill demand for programs and services and improve effectiveness

SCC's primary strategy will be to build capacity to ensure that it can play its leadership role in furthering the National Standards System in Canada and continue to support Canada's regional and international interests. As SCC strives to better deliver its programs and services and to provide increased support for Canadian standardization activities, the SCC is challenged by new requests for programs and services which it is unable to support due to resource constraints. Using empirical evidence on the economic value of standardization and a review of existing demands on the organization, SCC is pursuing a business case to demonstrate resource requirements. The Conformity Assessment Branch continues to look for opportunities to expand its programs into emerging sectors and provide value-added components to its existing accreditation programs in order to boost market revenues. Opportunities may exist for strategic partnerships with other organizations as well as expanding the scope of its current programs and service offerings.

As leader of the National Standards System, SCC continues to focus on increased participation of stakeholders which is vital to maximize the potential of the system, and ensure its long-term sustainability.

STRATEGIC PRIORITY 2:

Develop increased recognition of SCC's role amongst key stakeholder groups (industry, government and consumer organizations)

The SCC continues to focus on new partnerships, associations and other relationships with its key stakeholder groups to best serve the needs of Canadians. Increased recognition amongst industry, government, consumer organizations as well as the academic community will ensure that SCC will continue to effectively serve as the centre for the Canadian standards and conformity assessment community. SCC's FY 2008-2009 Marketing Plan will focus on these four key target audiences.

STRATEGIC PRIORITY 3:

Strengthen Canada's international and regional participation in standardization to build SCC's global presence

As the country's official body to the world's two principal standards organizations: member of the International Organization for Standardization (ISO) and sponsor of the Canadian National Committee of the International Electrotechnical Commission (CNC/IEC), SCC's involvement ensures Canadian perspectives are included in developing international standards. SCC's leadership and technical participation in these bodies as well as other international and regional

standardization fora is essential to Canada's competitiveness. Global relevance policies at these two bodies require standards to be inclusive and have widespread applicability. By strengthening Canada's international involvement, Canada will be well positioned to act as a bridge between different regions of the world and to leverage that position to Canada's advantage.

SCC's participation in international and regional conformity assessment bodies enables SCC to influence conformity assessment practices globally. SCC's continued commitment to a global accreditation system reduces the need for products produced by Canadian industry to undergo duplicate testing and certification activities when crossing borders. SCC's influence will help ensure reciprocity of Canadian products and services. SCC will strengthen Canada's technical participation in regional and international standards and conformity assessment fora, ensuring Canada is well-positioned in the global marketplace.

STRATEGIC PRIORITY 4:

Build partnerships to protect the integrity of the Canadian standards system

The use of global supply chains increases risks e.g. of counterfeiting. When counterfeit products appear in the Canadian marketplace, this can lead to mistrust of the Canadian Standards System. SCC must partner with other concerned organizations to protect and ensure the integrity of the national standards system. SCC's development of a national database or single access point from which to obtain information on product recalls is one such initiative that will help protect the system, while supporting regulatory and consumer interests. SCC will continue to seek other partnerships that provide assurance to the Canadian public against counterfeiting and other high risk areas.

STRATEGIC PRIORITY 5:

Enhance organizational effectiveness

The main thrust of this strategic priority will be the SCC's focus on human resource requirements to enhance overall organizational effectiveness. SCC's primary focus will be on attracting, retaining and training qualified staff, an increasingly challenging task given the demographic trends of an aging population. The development of a comprehensive Talent Management Program will assist SCC in ensuring that it has adequately addressed its human resource requirements. SCC's quality management system (QMS), which underpins the overall effectiveness of SCC's programs and services, will continue to serve as a valuable tool to train new staff and as the basis for ongoing improvement of SCC's programs and services.

2 Overview

2.1 INTRODUCTION

The Standards Council of Canada coordinates Canada's voluntary National Standards System (NSS). This system is an inclusive network of experts and organizations involved in voluntary standards development, promotion and implementation. Canada is a world leader in standards development and conformity assessment activities. Standards and conformity assessment related activities provide benefits to government, regulators, consumers and industry. Standards assist in protecting health, safety and the environment, and support economic well-being and quality of life. SCC accreditation programs are based on internationally recognized guides and standards, and provide confidence that the accredited organizations are competent to carry out specific functions. Standards promote efficiency and order in the marketplace and ensure the competitiveness of Canadian businesses at home and abroad. In addition, standards can be less expensive to develop and maintain than multiple overlapping regulations and can therefore save taxpayers money.

To sustain its position as a world leader, SCC has identified building capacity (increasing revenues and participation of stakeholders) as its primary strategic priority for the coming years. Increasingly, Canadian governments and industry leaders are turning to SCC for standardization based solutions. SCC's budget of approximately $15 million is comprised of government appropriation (48%), accreditation services revenues (41%) and revenue from the sale of standards and other services (11%). SCC must attempt to provide standardization support for a number of new government initiatives from within its current budget. These include: streamlining regulations, the Trilateral Regulatory Cooperation Framework under the Security and Prosperity (SPP) initiative of North America, the Agreement on Internal Trade (AIT), support to negotiators of free trade agreements, promotion of standardization in healthcare, and harmonization of standards with emerging markets such as China, India and Brazil. Furthermore, demands of the marketplace have created the need for additional SCC accreditation programs (greenhouse gas verification program, food safety, information security among others). These emerging areas require greater support in order that Canada may further secure itself as a leading industrialized nation and secure future trade opportunities.

As the most trade-dependent nation among the G8 countries, Canada's prosperity depends on international trade. Standards and harmonized conformity assessment practices make this possible through ensuring compatibility of products and services. Not having an effective voice at the international table is a major risk to the fulfillment of SCC's mandate. SCC's support for volunteer members to attend standards development meetings ensures that Canadian interests are considered in the development of international standards. Dwindling participation by Canadians in standardization activities could compromise Canada's ability to influence international standards. Increased revenue and participation for the SCC to develop a more robust stakeholder base will result in a more representative system that will have a significant impact internationally. This system will help to facilitate increased market penetration with Canada's largest trading partners: the Americas, the European Union and key Asian markets.

As SCC strives to better deliver against its mandate and provide increased support for Canadian standardization activities, the SCC is challenged by new requests for service. Because the impact of standardization has improved Canadians quality of life in so many areas, SCC's primary strategy will be to build capacity by increasing revenues and participation in order to best fulfill demand and deliver effective standards and conformity assessment programs and services.

SCC's 2007 study on the economic value of standardization demonstrated that between 1981-2004, standardization accounted for 17 per cent of the growth rate in labour productivity. This translates into 9 per cent of the growth rate in output (real GDP), and **over the period of 1981 to 2004**, to an addition of $62 billion to the Canadian economy.
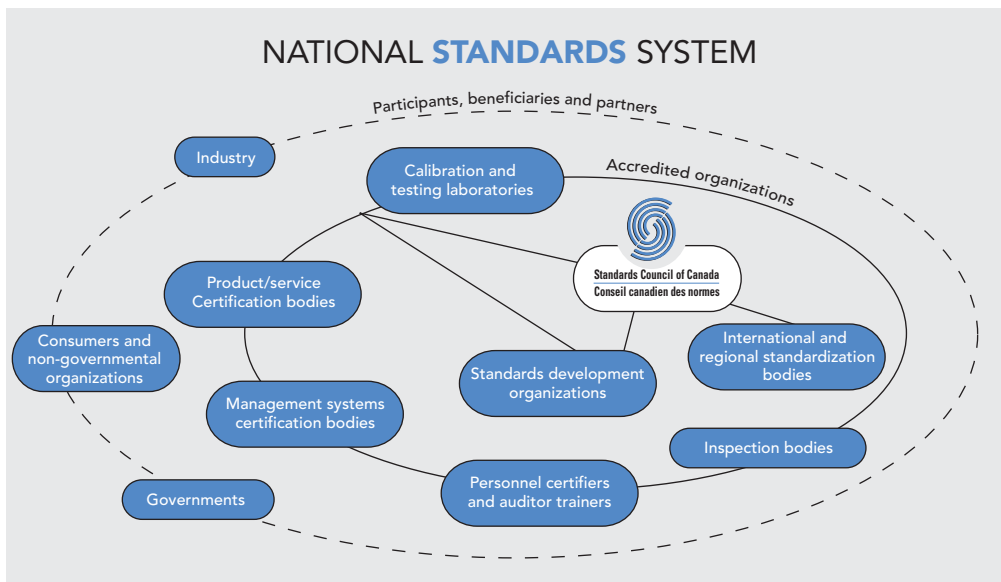
SCC coordinates and oversees the work of the National Standards System, which includes organizations and individuals, involved in voluntary standards development and conformity assessment activities. Some 15,000 Canadian volunteers and more than 400 organizations contribute to the work of committees that develop national and international standards.

2.2 CORPORATE PROFILE

The SCC is a federal Crown corporation that takes its mandate from the *Standards Council of Canada Act*, its governing legislation.

2.2.1 Mandate

The mandate of the Standards Council is to promote efficient and effective voluntary standardization in Canada, where standardization is not expressly provided for by law and, in particular, to:

a)   promote the participation of Canadians in voluntary standards activities,

b)   promote public–private sector cooperation in relation to voluntary standardization in Canada,

c)   coordinate and oversee the efforts of the persons and organizations involved in the National Standards System,

d)   foster quality, performance and technological innovation in Canadian goods and services through standards-related activities, and

e)   develop standards-related strategies and long-term objectives,

in order to advance the national economy, support sustainable development, benefit the health, safety and welfare of workers and the public, assist and protect consumers, facilitate domestic and international trade and further international cooperation in relation to standardization.[1]

2.3 STRUCTURE

2.3.1 Governing Council

The Council is appointed by the federal government, and reports to Parliament through the Minister of Industry. The Council is comprised of a maximum of 15 members and is responsible for setting the strategic direction of the organization, ensuring the fulfillment of SCC's mandate and providing guidance on governance matters.

This work includes accreditation of standards development and conformity assessment organizations, approval of standards submitted as National Standards of Canada, adoption of relevant policies to support SCC programs and services, and approval of budgets and audited financial statements. The Council also works closely with the organization's Executive Director and management in the development of policy items and relevant strategic plans.

2.3.2 Committees of Council

The Council's committees include the Audit, Corporate Governance and Appointments Committees which all play an important role in supporting governance approaches.

2.3.3 Advisory Committees

A number of SCC advisory committees, which report to the Council, ensure that it has access to a wide variety of advice, information and viewpoints. In order to ensure that input from advisory committees reflects the diversity of Canadian stakeholders, all advisory committees are required to

---

[1] Subsection 4.(1), *Standards Council of Canada Act*, R.S.C. 1970, c. 41 (1st Supp.), amended 1996, c. 24

have a balanced membership matrix that includes representatives from different regions in the country and from varied professional backgrounds. Two of these committees, the Provincial-Territorial Advisory Committee (PTAC) and the Standards Development Organizations Advisory Committee (SDOAC), are established in the *Standards Council of Canada Act*. The rest have been created by Council.

2.4 STAFF ACTIVITIES

The strategies and policies established by SCC's governing Council are implemented by a staff of approximately 90. The SCC's operational work falls into three principal areas and is organized into five branches:

>Administration—Director, Rick Parsons
>
>Conformity Assessment—Director, Pat Paladino
>
>Corporate Services—Director, Sandra Watson
>
>Intergovernmental Affairs and Trade—Director, Elva Nilsen
>
>Standards—Director, Michel Bourassa

2.4.1 Standards

Internationally, the Standards Council of Canada manages Canada's participation in the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC), two of the world's most important voluntary standardization bodies, and participation in regional standards organizations. It encourages the adoption and application of international standards in Canada. The Standards Council of Canada accredits organizations that develop standards in Canada. Its accreditation programs are based on internationally-recognized guides and standards. Accredited standards development organizations may submit their standards for approval as National Standards of Canada. This designation indicates that a standard is the official Canadian standard on a particular subject. It also shows that the development process met certain specified criteria. National Standards of Canada may be developed in Canada or adopted, with or without changes, from international standards.

2.4.2 Conformity Assessment

Conformity assessment is the practice of determining whether a product, service or system meets the requirements of a particular standard. The SCC accredits:

- product certification bodies;
- calibration and testing laboratories;
- management systems certification bodies;
- inspection bodies; and
- personnel certification bodies.

SCC is also a member of several international and regional organizations that are developing agreements to ensure international acceptance of conformity assessment results, including the International Accreditation Forum and the International Laboratory Accreditation Cooperation.

CORPORATE, COUNCIL AND COMMITTEE STRUCTURE

```
                        Council
                      (15 members)

                        Chairman

            Executive Director        Manager, Quality
                                    Management Systems

  Intergovernmental   Conformity     Standards    Administration   Corporate
  Affairs & Trade     Assessment     Branch       Branch           Services
  Branch              Branch                                       Branch
```

Operational

- Intergovernmental affairs
- International trade
- Information and research services
- Policy
- WTO/NAFTA Enquiry Point
- Technical Document Centre

Accreditation programs:

- Inspection bodies
- Management systems registration bodies (EMS/QMS)
- Personnel certification bodies
- Product certification bodies
- Testing and calibration laboratories

- International Organization for Standardization (ISO)
- International Electrotechnical Commission (IEC)
- ISO/IEC Joint Technical Committee (JTC1)
- Member program
- National Standards of Canada
- Standards development organizations accreditation program

- Finance
- Human resources
- Administration
- Information systems
- Translation

- Council secretariat
- Communications
- Marketing
- Graphics
- Corporate planning
- Event coordination

Policy & Advisory Committees

- Provincial-Territorial Advisory Committee (PTAC)
- Advisory Committee on Trade (ACT)
- Canadian advisory committee on the ISO committee on conformity Assessment (CAC/CASCO)
- Canadian advisory committee on the ISO committee on developing country matters (CAC/DEVCO)

Advisory Committee on Conformity (ACCA):

- Regulatory subcommittee
- Task group on certification
- Task group on laboratories
- Task group on environmental management systems registration organizations
- Task group on quality management systems registration
- Task group on the certification of personnel

- Advisory Committee on Standards (ACS)
- Standards Development Organizations Advisory Committee (SDOAC)
- Consumer and Public Interest Committee (CPIC)
- Canadian advisory committee on the ISO committee on consumer policy (CAC/COPOLCO)
- Canadian National Committee on the International Organization for Standardization (CNC/ISO)
- Canadian National Committee of the International Electrotechnical Commission (CNC/IEC)

- Corporate Governance Committee (CGC)
- Audit Committee (AuC)
- Appointments Committee (ApC)
- Chairs & Secretaries Committee

2.4.3 Intergovernmental Affairs and Trade

SCC advises federal, provincial and territorial governments, industry organizations and non-governmental bodies on standards and conformity assessment related aspects of trade and regulatory policy. SCC encourages the increased use of the National Standards System in regulatory activities and trade agreements.

SCC offers Canadians comprehensive information on standards, technical regulations and conformity assessment in Canada and around the world. The Standards Council of Canada also serves as Canada's World Trade Organization and North America Free Trade Agreement (WTO/NAFTA) Enquiry Point.

2.5 PRODUCTS AND SERVICES

SCC offers bilingual custom research services, including personalized information on a growing range of standards, legislation, and certification issues in many world markets. SCC also offers a number of services to help disseminate this information to its stakeholders:

As the **WTO NAFTA/Enquiry Point**, SCC serves as the central point of contact in Canada for WTO member countries to obtain information on standardization-related market entry requirements.

Export Alert! is an automated e-mail notification service that helps exporters keep abreast of regulatory changes in global markets, before they become the law. SCC launched an updated version of Export Alert! this past year. The updated version offers a number of additional features making it easier for exporters to track changes to regulations.

Reg Watch is a database of Canadian, foreign and international standards referenced in Canadian federal law.

Standards Alert! is a database to inform subscribers of changes to Canadian and international standards.

Standardsstore.ca is a joint initiative between the Standards Council of Canada (SCC) and IHS Canada. The web site offers customers a single-point of entry for the purchase of standards, standards collections and related information products.

SiteScape Hosting Services is the online collaboration and document sharing tool of choice to support the Standards Council of Canada's internal business functions. The SCC also uses Sitescape to support external collaboration efforts e.g. for accreditation program activities, national and international standards development efforts. Several government departments and standards development organizations have chosen to contract use of SCC's Sitescape hosting services in preference to developing their own.

Technical Document Centre is SCC's on-site technical library. It houses a comprehensive standards collection. A virtual library has also recently been made available, providing centralized electronic access to a variety of SCC resources.

SCC takes direction for its QMS from ISO 9001:2000. This commits its senior management to manage the organization in a systematic and visible manner and thus provide value and stability. SO 9001:2000 provides for the integration of eight key principles of quality management:

1. Client Focus

2. Leadership

3. Involvement of People

4. Process Approach

5. System Approach to Management

6. Continual Improvement

7. Factual Approach to decision-making

8. Mutually beneficial supplier relationship

2.6 QUALITY MANAGEMENT SYSTEM (QMS)

SCC provides support for its major programs and services, and corporate functions e.g. customer satisfaction surveying, through a Quality Management System (QMS). This system provides confidence to stakeholders – both internal and external that SCC systems and practices conform to the internationally recognized standard for quality – ISO 9001. Key functions are covered by the system and are clearly identified within the system's documents with related program related service descriptions, procedures and instructions. These documents also act as an important tool for training of new staff.

2.7 SCC'S COMMITTEE MEMBERSHIP

The Standards Council of Canada is responsible for overseeing the National Standards System (NSS) in Canada. In this role, the SCC coordinates the activities of individuals and organizations that participate in standards development committees and provide their expertise to accreditation programs and advisory committees. Members on standards development and conformity assessment committees help determine Canada's official position at various international bodies. Individual participants and the organizations that support their work are of vital importance to the NSS and the SCC. The standardization process is a cost effective and efficient one because of the volunteer nature of the system. SCC's Member Program provides support in terms of recruitment, training and retention of the membership. SCC's committee membership volunteers consist of approximately 3,500 individuals. Membership has grown by approximately 11 per cent in the last two years.

2.8 FEDERAL GOVERNMENT POLICY PRIORITIES AND THEIR LINK TO SCC PROGRAMS

SCC programs are aligned with the Government of Canada's priorities. They define what issues are in the public interest over time, and where funding will be allocated. The Federal Government of Canada currently has five priority areas (A Proud and Souvereign Canada; A Strong Federation; A Prosperous Future; A Safe and Secure Canada; A Healthy Environment for Canadians), all of which were outlined in the Speech from the Throne on October 17, 2007.

The following outlines SCC's link to these key government priorities.

A Proud and Sovereign Canada

As trade barriers have been lowered through agreements such as the NAFTA and WTO, the focus has changed from the development of national standards (previously in support of tariff protected markets) to regional and international standards. The focus of standards development has changed to become considerably more outwardly looking than before. Meanwhile, regional and global trade agreements have placed considerable emphasis on standards as a mechanism to facilitate trade. As a result, government and industry are increasingly relying on standards to facilitate access to markets. With the increasing globalization of markets, standards have become critical to ensuring access to export markets. Standards and conformity assessment are the 'pillars' that underpin the global trading system. SCC works with its partners at the Department of Foreign Affairs and International Trade to provide input on such items as: bilateral and regional trade agreements, trade policy reviews, development of papers, and policies and approaches for the WTO-Technical Barriers to Trade (TBT) Committee. Standards also assist in increasing competitiveness and provide an excellent source of technology transfer to developing countries.

Standards and conformity assessment practices help to secure safe and open borders to ensure the seamless flow of people and goods and services. SCC has been collaborating with National Standards Bodies in Mexico and the U.S. to support the development of a Regulatory Cooperation Framework (RCF) under the Security and Prosperity Partnership (SPP) of North America. The framework will serve to increase security and enhance prosperity through greater cooperation and information sharing. Standardization issues and benefits are key components to this initiative and the SCC continues to provide input to support its development and implementation.

A Strong Federation

The National Standards System has tremendous potential for achieving a strong national economy. In many countries around the world, standardization is a key component to a nation's export strategy. SCC's study on the economic value of standardization completed in March 2007 demonstrates important economic benefits for Canada. For the study period of 1981-2004, the results show that a 10 per cent increase in the number of standards led to a 3.6 per cent increase in labour productivity or output per hour worked. Standardization therefore could be a key variable to enhancing labour productivity in Canada – an area where Canada has significantly lagged in recent years – ranking third lowest between 1973 and 2006 amongst the 23 member countries of the Organization for the Economic Co-Operation and Development (OECD). Standardization improves other areas of Canada's economy such as trade, healthcare, the environment and security.

A Prosperous Future

A robust standards system helps to create a regulatory framework for the benefit of all participants within a country's economic infrastructure. For example, SCC was a significant contributor in reviewing Canada's regulatory policy under the auspices of the Smart Regulation Initiative. The new Cabinet Directive on Streamlining Regulation came into effect on April 1, 2007. SCC's participation during the consultation process resulted in the inclusion of multiple references to the importance of using standardization throughout the regulatory lifecycle.

Standards assist in facilitating domestic trade. The SCC continues to provide recommendations to an Industry Canada-organized working group that is examining the greater application of standardization to overcome internal trade obstacles.

A Safe and Secure Canada

Green House Gas

A Memorandum of Understanding (MoU) has been established between Natural Resources Canada, Eco Canada, and the Standards Council of Canada regarding the development and implementation of accreditation programs for *Green House Gas Validation and Verification and a Personnel Certification Scheme for Green House Gas Validators, Verifiers, and Consultants*. This undertaking will support industry and governments initiatives to:

- reduce greenhouse gas emissions; promote clean technologies;
- foster sustainable economic development;
- set emissions performance goals;
- serve as a catalyst to invest in technologies that will lead to effective reductions in emissions; and
- foster long-term technology strategies.

This could place Canada at the forefront in the development and adoption of new technologies and lower carbon forms of energy production and provide a leadership role domestically and internationally to promote long-term global solutions to climate challenge.

Environmental Technology Verification

SCC is negotiating a Memorandum of Understanding (MoU) with Environment Canada regarding environmental technology verification. The MoU covers the development of conformity assessment and quality management system requirements with respect to environmental performance measurement, verification and reporting.

A Healthy Environment for Canadians

SCC has been working on various initiatives this past year that involve the promotion of standardization in the healthcare field. A working group was set up at the Canadian National Committee of the International Electrotechnical Commission (CNC/IEC) to work towards the goal of establishing a national database of incidents/injuries. The kinds of injuries would be those caused by product, system or service failure. In FY 2007-2008, SCC set up a new forum called 'Product safety data going forward' to generate dialogue and move the National Database of Injuries/Incidents initiative forward. This database will be a repository of information pertaining to injuries and incidents so that corrective action can be taken by the relevant authorities. Stakeholders involved include Health Canada's Product Safety Bureau, National Public Safety Advisory Committee (NPSAC) working group on product safety, the Public Health Agency of Canada and several other Canadian Federal/Provincial/Territorial regulatory authorities.

SCC also continues to actively participate on the Canada Health Infoway governance committee that oversees the development of a pan-Canadian health record based on standards. SCC also expanded its Memorandum of Understanding (MoU) with the Ontario Medical Association (OMA) to include the Bureau de normalisation du Québec (BNQ). This joint program will make it possible for medical laboratories to achieve both OMA recognition and SCC accreditation without having to undergo separate assessments or to conform to different sets of criteria.

③ Operating Environment

Each year the SCC analyses the operating environment with its staff and governing Council through the strategic planning process. As a preamble to the strategic planning session, SCC also held a risk management workshop to analyse key risks facing the organization. As a result of this session, an enterprise risk management assessment (ERMA) was developed, which consists of a consolidated approach to all of the risk management strategies the SCC currently employs. This includes SCC's annual financial audit, the Special Examination, SCC's quality management system (QMS) and annual internal audits. SCC will integrate the process into SCC's annual strategic planning sessions.

The assessment looks at risk from a corporate-wide level. It also takes into consideration risks at the operational level. Key risks influencing SCC that will affect the operating environment are human resources, financial resources, maintaining adequate international technical participation and an increasingly competitive environment for conformity assessment services. These risks and the strategies SCC is currently implementing to mitigate those risks are discussed as follows.

3.1 STRATEGIC RISKS

Human Resources

Given the small size of the organization and staff complement of technical and knowledge based positions, the cost of hiring new employees for SCC is high. In addition, the demographic trends of an ageing population, place a further strain on SCC's hiring and retention practices. In response to this situation, SCC has established a goal to achieve less than a five per cent turnover rate. High turnover rates lead to lower productivity and the cost of replacing employees can have a detrimental effect on SCC's effectiveness. To attain this goal, SCC is developing a talent management program that is focused on career building. SCC also continues to invest significantly in training opportunities for staff, allocating approximately 1.8 per cent of the salary budget to this area.

International Technical Participation

The ability to sustain effective volunteer representation within the Canadian standards system is key to Canada's ability to influence international standards. Three reasons for this are that the current pool of volunteers is ageing, funding for participation in standards work is scarce, in particular to attract experts from SMEs, and the technical work of large corporations is moving away from Canada. The immediate consequence is decreased participation from Canadian stakeholders in standards development activities which affect their interests. The medium and longer term implications are that Canadians will lose the ability to influence and decide the standards that govern their industry and infrastructure. SCC continues to enhance the member program experience and develop recommendations that will form a strategy for retention, recruitment and training of volunteers.

Financial Resources

It is not possible for the SCC to continue to assume an increased role with scarce resources. Furthermore, SCC's internal capacity to support volunteers of its member program has been static for the last five years. Using empirical evidence from the economic value of standardization study conducted this past year and a review of existing demands on the organization, SCC is pursuing a business case to demonstrate resource requirements.

The Conformity Assessment Branch continues to look for opportunities to expand its programs into emerging sectors and provide value-added components to its existing accreditation programs in order to boost market revenues. Opportunities may exist for strategic partnerships with other organizations as well as expanding the scope of its current programs and service offerings.

Conformity Assessment

As a result of SCC's increased participation in bilateral and multilateral and mutual recognition agreements (MLAs and MRAs), conformity assessment bodies (CABs) require fewer accreditations to gain access to global markets. Such arrangements provide for faster market access for products. As a result, the market for conformity assessment services is consolidating, causing competition where none previously existed. SCC will need to demonstrate the value-added dimensions of its programs and its ability to ensure that it maintains its status as the accreditor of choice nationally and internationally. Changes in regulatory requirements may also affect the continued recognition of certain programs. SCC accreditation programs generate approximately 40 percent of SCC's budget. Should expectations in programs not reach anticipated revenue levels, this could place a further strain on SCC resources. The costs to deliver SCC's conformity assessment programs are relatively high as compared to Canada's nearest trading partners. Failure to deliver programs on a cost-recovery basis will place a further strain on already stretched resources and failure to demonstrate credible, effective, and efficient accreditation practices that continually meet international requirements could affect the credibility of the Council at the national and international level.

3.2 STRATEGIC ISSUES

During the strategic planning sessions held in the spring of 2007, staff, management and Council provided feedback about the most important issues they believe should influence SCC's corporate strategy.

The following section describes critical issues that will affect SCC over this planning period. It also describes initiatives SCC will undertake to address them.

Increasing diversity and demands of stakeholders

Increasingly, Canadian governments and industry leaders are turning to SCC for standardization solutions. The expectations by various SCC stakeholders to offer current and new programs have increased substantially. SCC is being asked by the Federal Government to be involved in a number of initiatives i.e. streamlining regulations, the Trilateral Regulatory Cooperation Framework under the Security and Prosperity Partnership of North America, the Agreement on Internal Trade, promotion of standardization in healthcare, and harmonization of standards with emerging markets such as China, India and Brazil. SCC is expected to participate actively in support of facilitating internal trade and furthering national initiatives. Furthermore, demands of the marketplace have created the need for more SCC accreditation services (greenhouse gas verification program, food safety, information security and several others). Committee members, who are vital to the development of international standards and Canada's influence in the world, need to be adequately supported by the SCC. As Canada becomes more involved in various standardization bodies, SCC will need to provide the resources, both human and financial, to serve their stakeholders better.

International Growth

Increasing globalization of production and trade has led to the growth in use of international standards. A key component of Canada's export strategy should be to increase participation in international standards development. Involvement in international standards development will ensure linkages to global supply chains and access to new markets. Canada's ability to influence others to adopt positions on standards compatible with Canadian interests will be an important trade strategy for Canada, as it continues to forge trade relationships around the world – especially with emerging markets such as China, India and Brazil. This will only be possible through consistent representation at regional and international meetings to defend and promote Canadian interests. Enhanced support for SCC's committee membership is being addressed through the recruitment, retention, recognition and training provided by SCC's member program.

Competition

Competition is having an impact on SCC's revenue base, forcing the conformity assessment program to revisit cost and revenue structures, program offerings, process efficiencies and staff utilization. Fees charged in SCC's accreditation programs are increasingly being challenged for being less competitive, and enhanced value-added is being demanded by SCC clients. While there is increasing demand for accreditation services both in traditional and new market sectors, competition for some SCC accreditation services is increasingly a risk facing SCC, precipitating a need to revisit cost and revenue structures, program offerings, process efficiencies and staff utilization. SCC will proactively address this issue by developing a long-term strategy for conformity assessment services.

Counterfeiting Issues

A growing concern for the Canadian public is the increasing presence of products which are unsafe and that have gained access to Canada through the application and use of counterfeit certification marks. Health and safety issues arise and put consumers at risk. This in turn undermines regulatory and consumer confidence in the marks. Moreover, the use of counterfeit certification marks on unsafe products weakens the overall global infrastructure of standards and conformity assessment. This can often lead to mistrust of the Canadian National Standards System and could damage SCC's relationship with its stakeholders. As leader of the National Standards System of Canada, SCC must seek out partnerships to provide assurance to its stakeholders that it is monitoring counterfeiting in Canada.

Rapid technological change

In times of rapid technological change, the role of standardization in opening up new markets will become more important. In an economic environment shaped by increasing globalization, shorter lifecycles and emerging economies entering the marketplace, Canada's standardization system will need to adapt to these changing conditions. High pressure exists to develop new leading edge products and services to meet evolving market opportunities. Furthermore, new technologies and the convergence of existing ones on the global stage, will require those shaping standards development policy to recognize the 'need for speed'. Standardization will need to be a facilitator in this process rather than a hindrance. As a result of these changing conditions, Canada's place at international standardization bodies will become even more critical in shaping international standardization policies. The needs of Canadian business and industry involved and affected by emerging technologies must be considered at standardization bodies to secure Canada's position as a leading industrialized nation. Canada already holds leadership positions on several policy and executive committees of ISO and IEC and other leading standardization bodies. SCC will continue to make strides to ensure effective representation at international technical committees to ensure that emerging Canadian technology is more widely accepted internationally.

Demographics

As was discussed in the previous section on risks, changes in demographics will have a significant impact on both recruitment of volunteers for SCC's committee membership and on SCC staffing. SCC continues to focus on expanding the Member Program to ensure that Canada has effective representation internationally. Strategies and recommendations are being developed to improve retention, recruitment, recognition and training for the Member Program. This includes the identification of current and potential gaps in the composition and membership of technical committees, areas of standards development that are of strategic importance to Canada and appropriate requirements for standards professionals. It has been widely published that as baby boomers begin to retire, the pool of qualified candidates in the marketplace will shrink. The "tipping point" for this will occur in 2010 when the majority of boomers will be retiring and there will be a significant labour shortage. SCC's succession plan, talent management program and recruiting strategies have been designed to address this issue by ensuring that SCC remains an attractive place to work. A recent employee satisfaction survey suggests that these measures have been working with an overall employee satisfaction rating of 82 per cent.

3.3   LINKING SCC'S STRATEGIC ISSUES
TO STRATEGIC PRIORITIES

Through SCC's process of environmental scanning, this trends and priority mapping diagram below shows how the strategic issues previously discussed will be addressed by the strategic priorities identified for the five-year planning period. These five strategic priorities and their associated planned initiatives and activities are discussed in more detail in the next section.
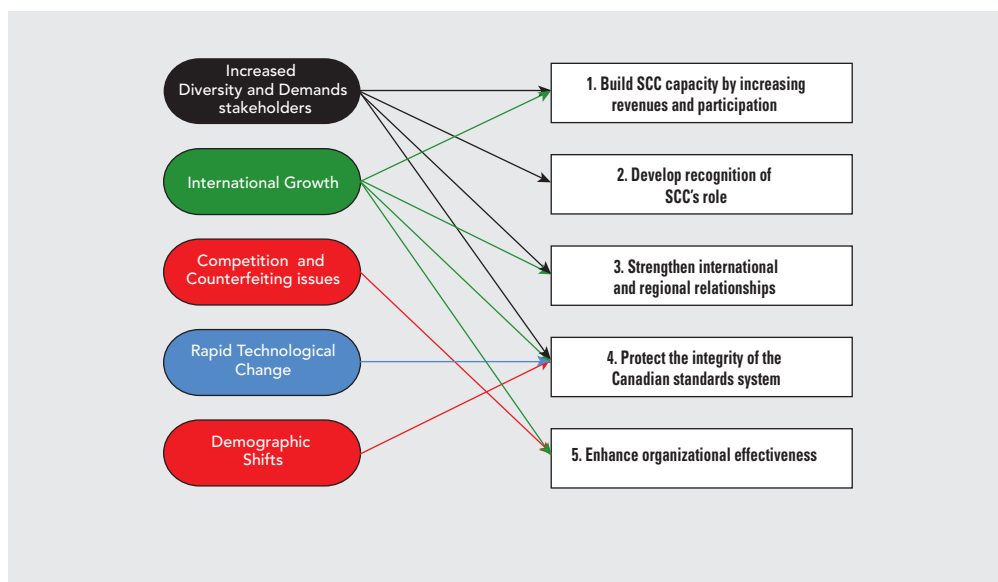
4 Strategic Priorities And Planned Key Initiatives And Activities

In fiscal year 2008/2009, SCC has refocused some of the strategic priorities identified in last year's Corporate Plan. This shift is supported by SCC's environmental scanning and risk management assessment. Current priorities are based on the need for SCC to play a stronger leadership role in furthering the goals of the National Standards System in Canada and supporting Canada's international interest.

It should also be noted that the SCC has been working with the Minister of Industry to determine the SCC's strategic priorities. Examples of key initiatives and activities include: Streamlining regulations, the development of the trilateral Regulatory Cooperation Framework under the North American Security and Prosperity Partnership, the promotion of increased use of standardization (particularly in health care area), the Agreement on Internal Trade and harmonization of standards with emerging markets (e.g. Brazil, India and China).

The key activities and initiatives which will support the following strategic priorities are outlined in the tables in Section 5.

4.1 STRATEGIC PRIORITY 1

Build capacity through increasing revenues and participation in order to best fulfill demands for programs and services and improve effectiveness

Inadequate capacity has been identified as a recurring issue for the SCC, preventing the achievement of many national and international goals over the past few years. As SCC's primary strategic priority, this will be a consistent long-term goal for the organization, permitting it to fully pursue the other strategic priorities identified in this plan. Furthermore, this will secure SCC's ability to deliver on all elements of its mandate and ensure the long-term sustainability of Canada's National Standards System.

Resources are currently stretched as SCC seeks to respond to growing internationalization of standards work and increased domestic demands. One of SCC's powers, as documented in SCC's Act, is to: "provide financial assistance to Canadians and Canadian organizations concerned with voluntary standardization to assist them in meeting national and international requirements". SCC's internal financial capacity to support volunteers has been static for the last five years.

In order to be effective, SCC will need to secure increase in market revenues, government appropriation levels and stakeholder participation in order to best fufill the demands of its mandate and improve overall organizational effectiveness. This strategic priority is aligned with one of the key objectives of the *SCC Act*: "develop standards-related strategies and long-term objectives".

Major activities and initiatives in support of this strategic priority are:

* Continued pursuit of a business case to demonstrate resource requirements;

* Use of SCC's recently completed initiatives, including SCC's value proposition, the renewed branding strategy, the senior-level executive interview project and the study on the economic value of standardization, to "sell" the benefits of standardization more widely in Canada to increase stakeholder participation;

* Development of a longer-term strategy for the conformity assessment programs that examines the potential of new sectors and program growth, assesses resource requirements and includes business cases to assess new opportunities;

* Development of a member program strategy that is supported by quantitative data gleaned from an analysis of recruiting, retention and attrition trends; and

* Re-allocation of resources to priority areas.

4.2   STRATEGIC PRIORITY 2

Develop increased recognition of SCC's role amongst key stakeholder groups (industry, government and consumer organizations)

Standardization depends on the successful participation of stakeholders. Their critical support is necessary in the form of funding, recognition and commitment to provide resources and expertise. Increased recognition of SCC's role amongst key stakeholder groups – industry, government and consumer organizations – will be an important strategy in increasing stakeholder participation. While it is important to generate awareness, the key difference between this year's strategic priority and last year's is that SCC wants to ensure that not only are stakeholders aware of SCC but they also have a clear understanding of its role in advancing standards and conformity assessment solutions for them. This is supported by the work undertaken with the senior-level executive interview project. SCC was able to ascertain that while industry and government executives were familiar with the SCC, their understanding of SCC's role was limited and they had little knowledge of the National Standards System (NSS).

SCC's key target audiences have been categorized as primary and secondary. SCC's primary audiences include business and industry (specifiers, potential certification bodies and laboratories, and industry and trade associations), policy officials and regulators at federal and provincial government levels, NSS partners and other SCC clients. SCC will also target secondary audiences where specific opportunities exist, including consumer organizations, public interest groups and academia.

This strategic priority continues to fulfill key objectives of the *SCC Act*: "promote the participation of Canadians in voluntary standards activities" "promote public-private sector cooperation in relation to voluntary standardization in Canada" and "foster quality, performance and technological innovation in Canadian goods and services through standards-related activities".

Major activities and initiatives in support of this strategic priority are:

* Support the Government of Canada in key public policy areas such as trade agreements and foreign policy plans;

* Focus marketing and communications activities in the following specific areas: economy, healthcare, environment, food and water safety, trade, security and streamlining regulation;

* Implement corporate-level government relations and business and outreach plans;

* Build and leverage partnerships with standard development organizations e.g. partnering with the Bureau de normalisation du Québec to expand medical laboratory program;

* Leverage SCC's web site as the primary tool for information about SCC and informing Canadians about SCC's programs and services;

* Manage SCC brand, including on-going implementation of SCC's renewed brand plan and corporate visual identity.

4.3 STRATEGIC PRIORITY 3

Strengthen Canada's international and regional participation in standardization to build SCC's global presence

Participation in international standardization activities is an essential component of a country's export strategy to ensure that its economy is tied to global supply chains. Standards and conformity assessment procedures are becoming important features of trade agreements. Almost 40 per cent of Canada's economic activity is based on trade. Canada's ability to take advantage of global market opportunities is sometimes impeded by barriers to trade. Canada's capacity to ease trade barriers can be secured through harmonizing standards and conformity assessment practices with other markets. Canada's influence, therefore, in developing international and regional standards and conformity assessment practices is an essential component to its export strategy.

Canadians are currently active participants on both governance committees and technical committees at both ISO and IEC. SCC's goal is to strengthen this participation and that of other international and regional standardization bodies such as: Council for Harmonization of Electrotechnical Standards of the Nations of the Americas (CANENA), International Accreditation Forum (IAF), International Laboratory Accreditation Cooperation (ILAC), Pacific Accreditation Cooperation (PAC) and Pacific Area Standards Congress (PASC).

SCC works with international and regional partners to increase worldwide acceptance of conformity assessment results through the mutual recognition of accreditations. SCC's involvement in implementing the IAF Cross Frontier Policy ensures that member accreditation bodies are nationally based, but that their accredited certification bodies can operate internationally. SCC's support of this global accreditation network has both advantages and disadvantages for Canada. If properly supported, this can mean increased demand for SCC programs and services, and new accreditation partnerships opportunities for SCC. It also encourages foreign accreditation bodies to work with local ones and identifies best practices.

This strategic priority is also aligned directly with the *SCC Act*: representing Canada as the Canadian member of ISO and IEC and other similar organizations, and ensuring effective Canadian participation in ISO and IEC and other similar organizations.

Major activities and initiatives in support of this strategic priority are:

* Evaluate and strategically participate in international and regional standards development and conformity assessment bodies such as ISO, IEC, IAF, ILAC,PAC, and COPANT;

* Continue to identify standardization opportunities with emerging markets such as China, India and Brazil;

* Continue to strengthen global accreditation networks: maintain strategic leadership positions where possible (in standards and accreditation fora), sign accreditation agreements where strategic interest for Canada exists, participate in technical committees and ensuring recognition in international and regional Mutual Recognition;

* Facilitate consumer input into regional and international standardization fora; and

* Support developing countries in international standardization activities (including through technical assistance initiatives).

4.4 STRATEGIC PRIORITY 4

Build partnerships to protect the integrity of the Canadian standards system

As a way of providing assurance to stakeholders of the credibility of the SCC and the National Standards System (NSS), SCC has built this strategic priority into its five-year plan to ensure the integrity of the Canadian standards system is protected. Globalization and the rise in international trade present a number of supply chain challenges. One such challenge is the increase in counterfeit products that have made their way into the Canadian marketplace. Many of these counterfeit products could endanger the health, safety and security of consumers. This rise in counterfeit can lead to mistrust of the system and could have long-term affects on its sustainability. As a result, SCC has incorporated this strategic priority into its plan as a means to assist in combating the situation. As leader of the National Standards System, SCC must take steps to build partnerships with organizations that deal directly in anti-counterfeiting initiatives. It must also promote the benefits of standards and conformity assessment practices to business and industry to ensure they take the necessary precautions for minimizing this risk in the Canadian marketplace. As industry cuts costs to gain efficiency and become more competitive globally, they may be susceptible to lapses in the supply chain. SCC must find ways to assist industry and business identify these instances.

Furthermore, as Canada's national accreditation body, SCC has a responsibility to protect the integrity of the product certification system in Canada and ensure that Canadians can continue to have confidence in the certified products they use. SCC will take part in the growing alliances that are being formed to address these issues. This includes such groups as anti-counterfeiting organizations, product certification bodies, inspection authorities and industry associations.

This strategic priority continues to fulfill key objectives of the *SCC Act*: "benefit the health, safety and welfare of workers and the public" and "assist and protect consumers in relation to standardization".

Major activities and initiatives in support of this priority are:

* Develop a product recall advisories database with linkages to other advisory databases. This will require SCC-accredited certification bodies to submit recall notices to SCC for inclusion in the database. In turn, this will increase SCC's relevance among regulatory and consumer stakeholders;

- Expand SCC's participation in anti-counterfeiting efforts and organizations such as the Canadian Anti-Counterfeiting Network;

- Develop a discussion paper on SCC's potential role and contribution to anti-counterfeiting efforts;

- Provide a paper to International Trade for potential submission to the WTO-Technical Barriers to Trade (TBT) Committee on the issue of counterfeiting and certification marks; and

- Continue, through it's newly created Consumer Product Safety Task Force, to review the role of the NSS as well as that of regulatory bodies addressing issues related to product safety, and develop recommendations to increase the effectiveness of the NSS in addressing such issues.

4.5 STRATEGIC PRIORITY 5

Enhance organizational effectiveness

SCC's quality management system is SCC's overarching tool in enhancing overall organizational effectiveness. It is used to continuously improve SCC's programs and service offerings, and to provide value-added services for its clients and stakeholders. The main focus of this strategic priority will be retaining and attracting qualified staff. As was identified through the risk management assessment and the strategic planning process, securing a qualified human resource base will be critical for SCC in ensuring that it meets its mandate and accomplishes the key initiatives and activities as set out in this plan. SCC will continue to invest in its people through professional development and training opportunities and through continued development and maintenance of quality management system documentation that describes work processes. The development of a talent management program will also assist SCC with this strategic priority.

SCC's goal is to achieve less than a five per cent turnover rate. Given the small size of the organization and staff complement of technical and knowledge based positions, the cost to hiring new employees is high. High turnover rates lead to lower productivity and the cost of having to replace employees may have a detrimental effect on SCC's effectiveness.

Other important areas in ensuring SCC achieves overall organizational effectiveness include: good financial stewardship, good governance, focused strategic planning and monitoring, and mitigating risk.

Major activities and initiatives in support of this priority are:

- Develop a talent management program that focuses on career building;

- Incorporate risk management as a key component to SCC's annual strategic planning sessions;

- Align SCC with the Government of Canada's *Federal Accountability Act*. This includes a number of provisions which affected the SCC: *Public Servants Disclosure Act*, *Conflict of Interest Act, Access to Information Act* and a change to *SCC Act* pertaining to an extension to directors' terms; and
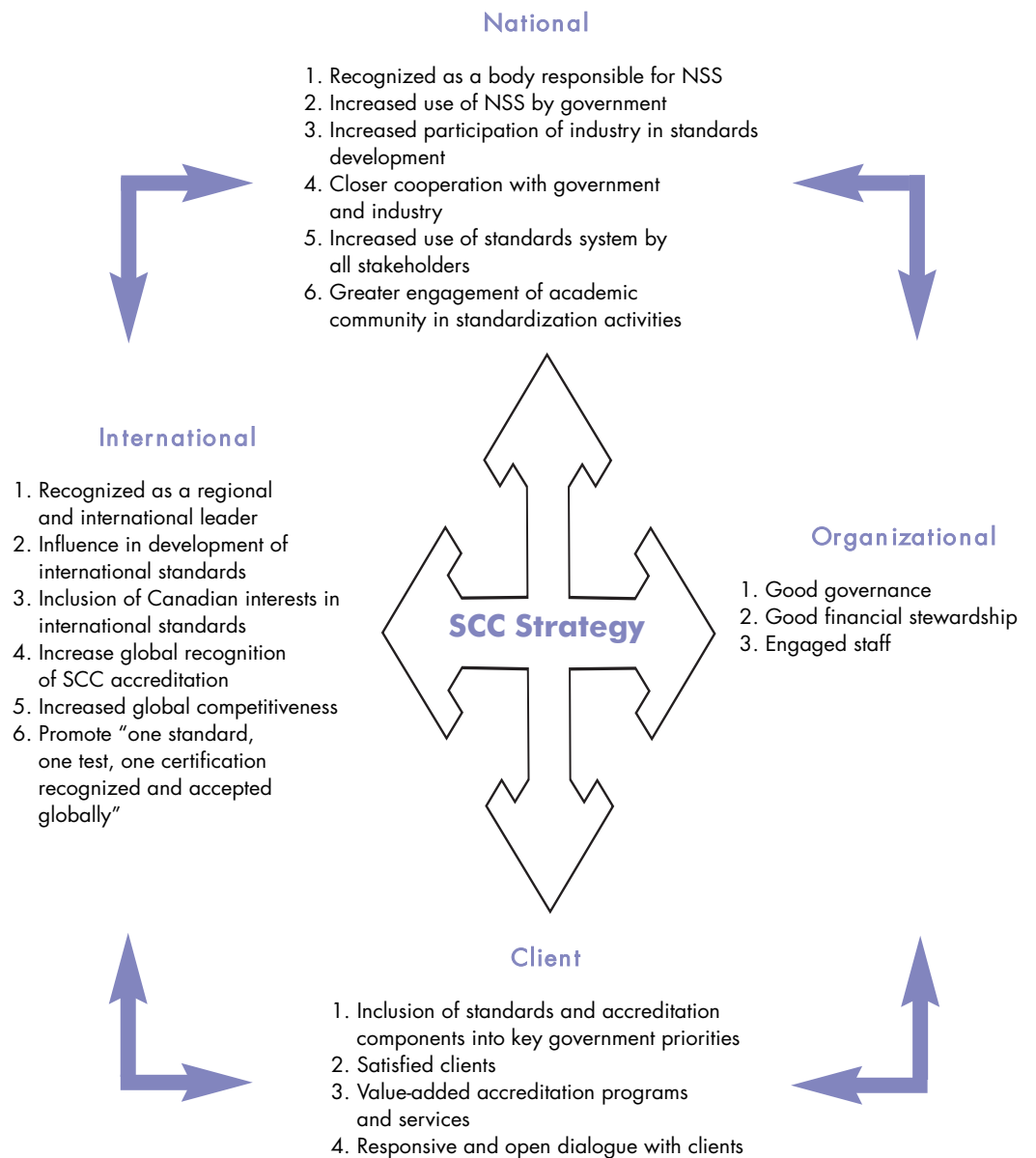
- Maintain good governance and financial stewardship.

5 Measuring Performance At The SCC
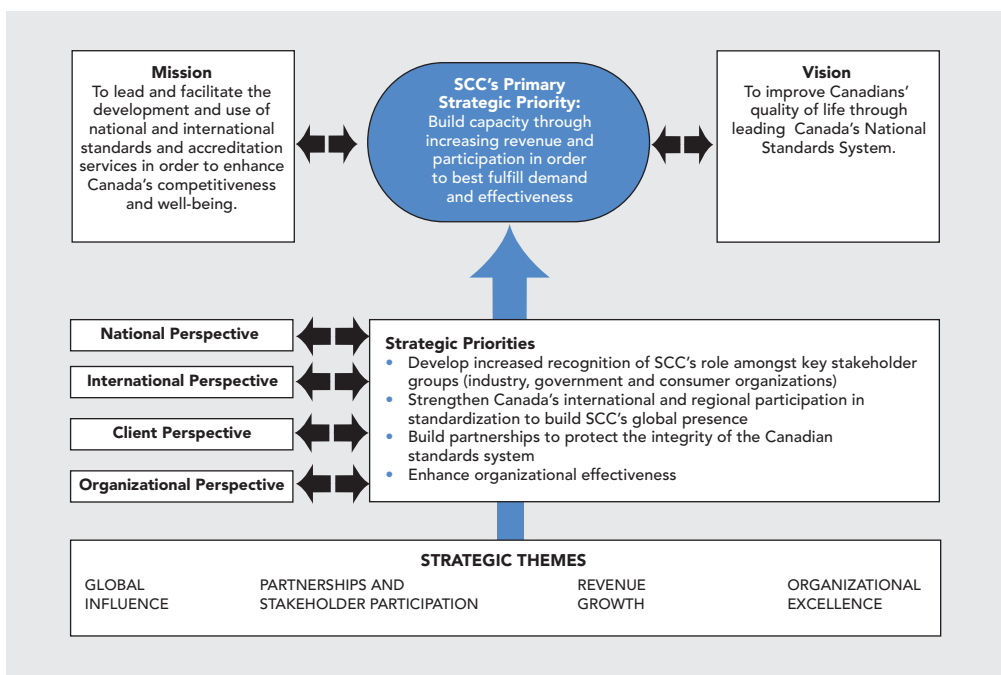
5.1 SCC'S BALANCED SCORECARD

Last year, the SCC translated its vision and strategic priorities into measurable objectives using the balance scorecard approach. As is illustrated in the figure below, SCC measures performance based on the following four perspectives: 1) national; 2) international and regional 3) client and 4) organizational and financial. The following diagram outlines key objectives associated with these four perspectives. The tables presented in section 5.3 show how the SCC will measure the success of each of these objectives.

SCC Balanced Scorecard Objectives

National

1. Recognized as a body responsible for NSS
2. Increased use of NSS by government
3. Increased participation of industry in standards development
4. Closer cooperation with government and industry
5. Increased use of standards system by all stakeholders
6. Greater engagement of academic community in standardization activities

International

1. Recognized as a regional and international leader
2. Influence in development of international standards
3. Inclusion of Canadian interests in international standards
4. Increase global recognition of SCC accreditation
5. Increased global competitiveness
6. Promote "one standard, one test, one certification recognized and accepted globally"

SCC Strategy

Organizational

1. Good governance
2. Good financial stewardship
3. Engaged staff

Client

1. Inclusion of standards and accreditation components into key government priorities
2. Satisfied clients
3. Value-added accreditation programs and services
4. Responsive and open dialogue with clients

5.2 SCC'S STRATEGY MAP

The balanced scorecard objectives presented on the previous page have permitted the SCC to develop a performance management framework that enables the corporate-wide evaluation of SCC's performance and the value of its programs. This strategy map depicts a macro view of SCC's strategic focus and shows alignment of its strategic priorities with that of the balanced scorecard objectives. The four perspectives of national, international, client and organizational cannot be prioritized because each one is dependent upon the other.

Mission
To lead and facilitate the development and use of national and international standards and accreditation services in order to enhance Canada's competitiveness and well-being.

SCC's Primary Strategic Priority:
Build capacity through increasing revenue and participation in order to best fulfill demand and effectiveness

Vision
To improve Canadians' quality of life through leading Canada's National Standards System.

National Perspective

International Perspective

Client Perspective

Organizational Perspective

Strategic Priorities
- Develop increased recognition of SCC's role amongst key stakeholder groups (industry, government and consumer organizations)
- Strengthen Canada's international and regional participation in standardization to build SCC's global presence
- Build partnerships to protect the integrity of the Canadian standards system
- Enhance organizational effectiveness

STRATEGIC THEMES

| GLOBAL INFLUENCE | PARTNERSHIPS AND STAKEHOLDER PARTICIPATION | REVENUE GROWTH | ORGANIZATIONAL EXCELLENCE |

5.3 SCC'S CORPORATE SCORECARD FY 2008-2009

Strategic Priority 1: **Build capacity by increasing revenues and participation in order to best fulfill demands for programs and services and improve effectiveness**

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2008-2009
Package to "sell" benefits of standardization	Increase use of standards system by all stakeholders	Develop stronger value proposition for various target markets by leveraging all of SCC's recently completed initiatives (e.g. renewed branding strategy, senior-level executive interview project and the study on the economic value of standardization) to "sell" the benefits of standardization and increase stakeholder participation
Expand Conformity Assessment Accreditation Programs	Expand client base in existing accreditation programs from: • Laboratory (PALCAN/GLP): 347 • Product Certification: 32 • Management Systems: 21 • Personnel Certification: 3 • Inspection Bodies: 12 **Total:** 415	Expected target levels: • Laboratory (PALCAN/GLP): 381 • Product Certification: 32 • Management Systems: 23 • Personnel Certification: 6 • Inspection Bodies: 20 **Total:** 462
	Expand Conformity Assessment Program	1) Develop a long-term strategy that examines the potential of new markets and program growth, assesses resource requirements and includes business cases to assess new opportunities 2) Develop strategic partnerships with government and private organizations to expand SCC's accreditation programs
Funding/Resources	Increase resources for succession planning for SCC's volunteer base Achieve cost recovery targets set for all conformity assessment programs	1) Increase participation of stakeholders in standards development work, thereby securing increased volunteer base 2) Achieve cost-recovery targets 3) Implement revised fee structure
Member Program	Focus on retention, recruitment and training of SCC's volunteer member program	1) SCC's Member program working group is currently developing a series of recommendations to address training, recognition, recruiting and retention of committee members. Adopted recommendations will lead to the development of Member Program strategy 2) Develop a qualitative survey instrument of current committee members (focus testing) or retired/retiring members

Strategic Priority 2: Develop increased recognition of SCC's role amongst key stakeholder groups (industry, government and consumer organizations)

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2008-2009
Marketing and outreach initiatives targeted at key SCC stakeholder groups	Increase use of National Standards System (NSS) by Government and increase participation of industry in standards development	1) Implementation of government and industry outreach plans 2) Implementation of Market and Communications Plan for FY 08-09 3) Information on the social and economic benefits of standardization disseminated e.g. speeches, trade shows, conferences, information exchange sessions with key government and industry representatives 4) Brand management: on-going implementation of SCC's renewed brand plan and corporate visual identity 5) Execution of the 3rd National Standards System Conference in June 2008
Government of Canada Initiatives	Inclusion of standards and accreditation components into key government priorities	1) Under the Security and Prosperity (SPP) work to implement deliverables from the Regulatory Cooperation Framework (RCP), including a series of workshops in Canada, Mexico and the United States on standards and regulations. We will also work with our counterparts in Mexico and the United States and their National Standards Bodies, to support the development of high-level policy statement 2) Continue to provide assistance into Government's initiatives on streamlining regulations 3) Continue to provide standardization input into the Agreement on Internal trade 4) Continue to promote increased use of standardization in healthcare as well as other public policy issues such as the environment 5) In cooperation with DFAIT, support the development of a generic "standards" chapter for use and negotiation of regional/and or bilateral agreements
Academic Community	Greater engagement of academic community in standardization activities	1) Standards integrated into course curricula of Canadian universities and colleges 2) Continue to form partnerships with the academic community to pursue further standardization research

Strategic Priority 3: Strengthen Canada's international and regional participation in standardization to build SCC's global presence

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2008-2009
Evaluate and strategically participate in international and regional standards development and conformity assessment bodies	Recognized as a regional and international leader and influence in the development of international standards	Demonstrated Canadian influence/impact in shaping policy on both international and regional governance standardization bodies
Emerging Markets	Identify standardization opportunities with emerging markets such as Brazil, India and China	1) Work towards MoU with standardization body in India 2) Support Indian requests for technical assistance and training initiatives, including Enquiry Point, Research and Information Services and Technical Document Centre 3) Continue to collaborate with the Standardization Administration of China (SAC) and provide assistance in capacity-building projects with Chinese partners
Canadian impact on and participation in regional and international standardization organizations	Develop Canadian positions to IAF, PAC, IAAC, ISO/CASCO and aim to increase cooperation, as measured by the percentage of Canadian resolutions made at the regional level that are successful	80% or more of proposed Canadian policy positions are expected to be achieved on IAF/PAC/IAAC and ISO/CASCO letter ballots for the end of the fiscal year
Implement Cross-Frontier policy	Increase global recognition of accreditation – Promote *"one standard, one test, one certification recognized and accepted globally"*	Agreements with peer accreditation bodies to effectively implement IAF/ILAC Cross-Frontier policy
Training/Development opportunities for developing countries	Provide training and development assistance to standardization bodies of developing countries.	Implementation of CIDA project to provide technical assistance to the Guyana National Bureau of Standards
Canadian participation and contribution to ISO and IEC	Influence Canadian Participation at ISO and IEC 1) 100% voting performance for Draft International Standards (DIS) and Final Draft International Standards (FDIS) 2) Achieve 50% of Canadian participation in work program of ISO and IEC	1) 100% voting performance for DIS and FDIS vote 2) 50%+ Canadian participation in work programs of ISO and IEC
National Standards of Canada (NSCs)	1) Approve adoptions of ISO/IEC standards as NSCs 2) Harmonize international technical committees with standards development organization committees	1) 70% + adoptions of international standards as NSCs 2) 40% + of international technical committees harmonized with SDOs
Strategic participation by Canadians in relevant ISO/IEC committees	Seek opportunities for Canadians on ISO/IEC committees	Targets for 2008 membership on important ISO/IEC committees: • 160 Canadians managing IEC/ISO/JTC1 Committees • 72 Canadians elected/appointed to IEC/ISO policy and management committee

Strategic Priority 4: Build partnerships to protect the integrity of the Canadian standards system

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2008-2009
Participation in anti-counterfeiting activities	Seek partnerships that will help protect and ensure the integrity of the standards system	1) On-going review and monitoring of counterfeiting within SCC's Provincial Territorial Advisory Committee (PTAC) 2) Provide a paper to DFAIT for potential submission to the WTO-Technical Barriers to Trade Committee on the issue of counterfeiting of certification marks
	Development of a national database or single access point from which to obtain information on recalled products in Canada	Implementation of product advisory notices database
Consumer Product Safety Task Force	Increase effectiveness of the National Standards System (NSS) in addressing issues such as counterfeit products	SCC has created a Consumer Product Safety Task Force to review the role of the NSS regulatory bodies addressing issues related to product safety and develop recommendations to increase the effectiveness of the NSS in addressing such issues

Strategic Priority 5: Enhance organizational effectiveness

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2008-2009
Quality Management System (QMS)	Refine and update QMS documents as required and conduct QMS audits of all SCC branches	Continuously improve SCC's quality management system to reflect best practices for all of SCC's programs and services
Strategic Planning	Continue to improve alignment of SCC's strategic priorities to its mandate and refine performance measurement tools	Clear alignment of SCC's priorities, mandate and performance measures and incorporate risk analysis component into strategic planning sessions.
Governance	Align SCC with Government's *Federal Accountability Act*	Ensure SCC has addressed all provisions which have implications for SCC: • *Public Servants Disclosure Act* • *Conflict of Interest Act* • *Access to Information Act* • Minor change to *SCC Act* pertaining to the extension of directors' terms
Human Resources	Development of a Talent Management Program	Talent Management program that focuses on retention and recruitment is fully implemented.
	Allocate 1.8% of salary budget to training for staff	1.8% of salary budget is spent on staff training
Financial audit opinion	Achieve an unqualified financial audit opinion	An unqualified audit opinion achieved
Employee turnover	Achieve ≤ 5% turnover rate	A ≤ 5% turnover rate is achieved
Client satisfaction	Monitor client satisfaction for all of SCC's client bases	Conduct one client survey to capture all of SCC's client bases. Achieve a minimum overall satisfaction score of 75%
At year-end the net income will be within 1.5% of the budget	Achieve target of 1.5% within budget	Net income will be within 1.5% of the budget

6 Financial and Resource Plans

This section presents the FY 2008-2009 planning budget, the FY 2008-2009 Capital Budget, the FY 2009-2010 to FY 2012-2013 operational plans and an overview of current financial performance. Resources have been based on the existing objectives of the organization, as outlined in the Corporate Plan.

6.1 FINANCIAL PERFORMANCE:

2006-2007 and 2007-2008

The SCC concluded the most recent fiscal year (FY 2006-2007) with total *Unrestricted Equity* of $2.99 million. Current assets, at that time, exceeded current liabilities by a ratio of just over 1.92:1. SCC's capital structure consists solely of furniture, equipment and leasehold improvements. The corporation does not own real property and does not carry debt. Cash balances, through the course of the fiscal year are held to a minimum, and for the last number of years were equal to approximately one month's operational requirements. The corporation has, over the past decade, operated within 0% – 5% of its budgetary targets.

Operating funds are derived from three major sources: *Parliamentary Appropriation, Conformity Assessment Accreditation Fees*, and royalties from *Standards Sales*. Since FY 1989-1990, parliamentary appropriation as a percentage of gross revenues has fallen from 80% to 48% planned for FY 2008-2009, as SCC continues to deliver many of its programs on a cost recovery basis.

This subsection provides an overview of SCC's actual performance against its plan for the fiscal years ending March 31, 2007 and March 31, 2008, with an explanation of major variances.

Financial Performance 2005-2009 (in $'s)

	2004-2005 Actual	2005-2006 Actual	2006-2007 Actual	2007-2008 Forecast	2008-2009 Planning Budget
Revenue					
CA Accreditation fees	5,151,197	5,438,548	5,663,079	5,852,083	6,083,000
Royalties on Sale of Standards	537,062	561,764	698,056	654,176	640,000
WTO/NAFTA Enquiry Point	260,782	260,798	260,945	339,664	370,000
Net Parliamentary appropriation	6,944,447	7,084,089	7,614,779	7,167,237	7,171,000
Partnership/Sponsorship/ Registration	338,392	331,064	503,945	525,762	261,000
Other	478,647	462,528	362,141	313,609	314,000
	13,710,527	14,138,791	15,102,945	14,852,531	14,839,000
Expenses					
Conformity Assessment	3,833,047	4,064,677	4,144,329	4,443,906	4,306,000
Standards	3,581,520	3,857,269	4,093,266	3,852,050	3,575,000
Intergovernmental Affairs/Trade	870,929	913,540	1,038,507	1,035,112	1,154,000
Information Services	538,988	455,855	526,513	467,440	550,000
WTO/NAFTA Enquiry Point	260,782	260,798	260,945	339,664	370,000
Management & Administration	4,626,544	4,483,459	4,499,155	4,710,484	4,884,000
	13,711,810	14,035,598	14,562,715	14,848,656	14,839,000
Net Surplus/(Deficit)	(1,283)	103,193	540,230	3,875	–

6.1.1 Explanation of Variances

FY 2006-2007 Budget vs. FY 2006-2007 Actual

Expenses

Expenses for FY 2006-2007 were $14.6 million in total, and $355 thousand under budget. A significant under expenditure in Travel was somewhat offset by higher than budgeted expenditures in Professional Services and Meetings costs. Travel costs were under spent due to lower than antici-pated activity in Conformity Assessment, the postponement of a team leader/technical assessor training program, lower costs related to committee activities, and the consistent booking of discount airfares. Recognizing the anticipated under expenditure in Travel, additional funds were allocated to Delegate and Secretariat Assistance to support enhanced Canadian participation in international standards development work. The Professional Fees budget was exceeded somewhat as a number of information technology priority projects were advanced and travel management fees were higher than anticipated. Accommodation costs were under budget as two year's worth of municipal tax rebates were received. Additional Meetings costs were incurred in the hosting of several international technical committee meetings, however these costs were offset by the related sponsorship revenue.

Revenues

Total revenues for FY 2006-2007 were $15.1 million ($185 thousand over budget) due to additional receipts from the Sale of Standards and Partnership/Sponsorship/Registration funding. This was offset by slightly lower than budgeted revenue from Conformity Assessment activity, primarily in the laboratory accreditation program (PALCAN). The significant increase in Partnership revenue results from increased levels of activity in projects related to CIDA-funded development work in Costa Rica, which due to uncertainty at the time the budget was prepared, had been minimally provided for.

Capital Expenditures
No significant variance exists. The majority of SCC's capital expenditures are related to information technology-related equipment including servers and lifecycle replacement of desktop computers and laptops. Lesser amounts are provided for minor leasehold improvements and furniture.

Statement of Operations ($ thousands)

	Statement of Operations 2006-2007		Statement of Operations 2007-2008	
Expenses	**Budget**	**Actual**	**Budget**	**Forecast**
Personnel	7,495	7,484	7,774	7,722
Communications	189	166	180	170
Travel	2,124	1,601	1,913	1,884
Delegate and Secretariat Assistance	335	416	335	386
Information and Documentation	72	71	59	59
Public Relations	113	73	76	75
Professional and Special Services	1,378	1,493	1,304	1,612
Accommodation	698	611	701	681
Rental of Equipment	52	65	60	50
Printing and Duplication	45	27	39	48
Office Supplies	135	168	124	134
Meetings	173	226	198	246
Hosting of International Meetings	374	426	–	75
Membership Fees	967	998	957	995
Translation of National Standards	150	150	150	150
Training and Development	94	89	98	97
Other	254	245	282	251
Depreciation Expense	270	254	235	214
	14,918	14,563	14,485	14,849
Revenues				
Sales of Standards	530	698	560	654
Accreditation Programs – CA	5,881	5,663	5,732	5,796
Accreditation Programs – SDO	58	71	66	56
WTO/NAFTA Enquiry Point	261	261	260	340
Web Hosting Revenue	163	149	185	158
Partnership/Sponsorship/Registration	250	504	338	526
Other	126	142	156	156
	7,269	7,488	7,297	7,686
Net Cost of Operations	(7,649)	(7,075)	(7,188)	(7,163)
Net deferred/recognized government funding	120	86	59	38
Parliamentary Appropriation – Industry Canada	7,529	7,529	7,129	7,129
Net Surplus	–	**540**	–	**4**
Capital Budget	150	142	150	150

6.1.2 Explanation of Variances

FY 2007-2008 Budget vs. FY 2007-2008 Forecast

Expenses

Expenses are forecast at $14.85 million, or $364K over the budget of $14.49 million. The majority of this anticipated over expenditure is in Professional Services ($308K) and to a lesser extent, in Hosting of International Meetings ($75K). Professional fees as a whole will exceed budget due to costs (which again were not budgeted for due to uncertainty), related to CIDA-funded development projects undertaken in Costa Rica, as well as a contract with Transport Canada. Other minor under expenditures are offset by additional investments in Delegate and Secretariat Assistance in order to provide additional representation at international standards development committee meetings, and higher Membership Fees due to fluctuating exchange rates. The forecast for International Hosting relates to SCC's hosting of the Inter American Accreditation Cooperation Plenary meeting, which had not been confirmed at the time the planning budget was prepared.

Revenues

Revenues are forecast at $14.85 million, $368 thousand over budget. Significant variances are anticipated in Sales of Standards WTO/NAFTA Enquiry Point and Partnership funding. Sales of Standards continue the previous year's higher trend and a revised contract was signed with DFAIT for the operation of the Enquiry Point. As noted above, Partnership revenue will exceed budget for the current fiscal year relating to work in Costa Rica and a contract to assess Transport Canada's quality system.

Capital Expenditures

No significant variance is anticipated.

6.1.3 Performance against Plan – Highlights

Key Financial Highlights ($ thousands)

	2006-2007		2007-2008		2008-2009
	Budget	**Actual**	**Budget**	**Forecast**	**Planning Budget**
Standards Sales Royalties	530	698	560	654	640
Revenue from Conformity Assessment	6,042	5,860	6,012	6,159	6,197
Conformity Assessment Expenditures	4,409	4,104	4,277	4,444	4,306
Total Operating Expenses	10,369	10,064	9,815	10,138	9,955
Corporate & Administrative Expenses	4,549	4,499	4,670	4,711	4,884
Net Surplus	–	540	–	4	–
Capital Expenditures	150	142	150	150	150

Resource and Allocation Highlights

	2006-2007		2007-2008		2008-2009
	Budget	**Actual**	**Budget**	**Forecast**	**Planning Budget**
% revenue from parliamentary appropriation	51%	52%	50%	48%	48%
% cost recovery in Conformity Assessment	96%	97%	96%	97%	98%
Person-Years	92.00	93.00	91.50	90.75	94.75
Corporate and Administration costs per FTE (in $'s)	76,775	74,672	79,159	79,511	78,458

6.2 FINANCIAL PLAN 2008-2009

The proposed planning budget for FY 2008-2009 is balanced, and has revenues and expenditures set at $14.8 million, an increase of $0.35 million from the current year's budget. The increase is largely related to increased personnel costs with the net addition of 3.25 FTE's, along with inflation-adjusted salary levels and pay band movement. Meetings costs are also expected to rise as SCC will be hosting a National Standards System Conference in 2008-09. These increases are somewhat offset by lower Membership Fees due to the strength of the Canadian dollar.

The following assumptions have been made in the preparation of the FY 2008-2009 planning budget:

a) Membership fees to ISO and IEC are paid in Swiss francs. This plan projects an average exchange rate of $ 0.85 Canadian based on current exchange rates.

b) Provision has been made for an average award of 5% in annual performance/at risk pay, as well as a salary band increase of 3.0% to adjust for inflation. SCC also proposes to increase its FTE's by 3.25.

c) On a budget to budget basis, revenues arising from conformity assessment activities are expected to rise based on current program growth trends, new program activity, and adjustments to fee schedules.

d) CIDA-funded projects currently underway in Costa Rica will be complete in the current fiscal year.

e) SCC will host a National Standards System Conference in 2008-2009, with anticipated costs in that year of $161K, offset by sponsorship and registration revenue of $147K.

Balance Sheet 2008-2009 ($ thousands)

Assets

Cash and Short-Term Deposits	2,330
Accounts Receivable	
Federal Government Departments & Agencies	1,526
Other	1,638
Prepaid Expenses	770
Fixed Assets (net)	608
Total Assets	**6,872**

Liabilities

Accounts Payable and Accrued Liabilities	1,192
Customer and Other Deposits	65
Deferred Annual Accreditation Fees	2,015
Deferred Tenant Allowance	174
Deferred Government Funding	435
	3,881
Unrestricted Equity	2,991
Total Liabilities and Equity	**6,872**

Statement of Operations 2008-2009 ($ thousands)

Expenses

Personnel	8,196
Communications	185
Travel	1,882
Delegate and Secretariat Assistance	335
Information and Documentation	58
Public Relations	103
Professional and Special Services	1,267
Accommodation	684
Rental of Equipment	55
Printing	45
Office Supplies	139
Meetings	275
Membership Fees	884
Translation of National Standards	150
Training and Development	101
Hosting of International Meetings	–
Other	262
Depreciation Expense	218
	14,839

Revenues

Sales of Standards	640
Conformity Assessment Accreditation Programs	6,018
WTO/NAFTA Enquiry Point	370
Partnership/Sponsorship/Registration	261
Standards Development Organization Accreditation	65
Revenue from Web Hosting	185
Other	129
	7,668
Net Cost of Operations	(7,171)
Parliamentary Appropriation – Industry Canada	7,129
Net deferred/recognized government funding	42

Net Surplus	–

Capital Budget	150

Statement of Cash Flows 2008-2009 ($ thousands)

Operating Activities

Net surplus	–
Adjustments for Non-Cash Items:	
Amortization of capital assets	218
Amortization of deferred revenue related to tenant allowance	(26)
Amortization of deferred government funding	(192)
Changes in current liabilities and current assets other than cash	68
Cash Flows from operating activities	68
Investing Activities	
Additions to capital assets	(150)
Financing Activities	
Funding for acquisition of assets:	
Parliamentary Appropriation	150
Increase in cash during year	68
Cash at the beginning of the year	2,262
Cash at the end of the year	**2,330**

6.2.1 Explanation of Variances

FY 2008-2009 Budget vs. FY 2007-2008 Forecast

Expenses

Planned expenses for FY 2008-2009 are set at $14.8 million, virtually the same as the forecast for FY 2007-2008. Reductions can be found in Delegate and Secretariat Assistance as the budget returns to its traditional level, and in Professional Services as the CIDA/Costa Rica and Transport Canada projects wind down in FY 2007-2008. Additionally, Membership Fees declines as the Canadian dollar has strengthened against the Swiss franc. These reductions are offset by increased Personnel costs due to the additional planned FTE's, anticipated upward pay band adjustments and in-range performance pay increases.

Revenues

Conformity Assessment accreditation fees are projected to rise modestly by $230 thousand over the current year forecast due to new program growth and expected fee adjustments. Partnership/Sponsorship revenue will decline as the Costa Rica and Transport Canada projects are concluded, but will be somewhat offset by $147K in revenue related to the hosting of the National Standards System Conference. Parliamentary Appropriation remains at $7.1 million.

Capital Expenditures

Capital expenditures in FY 2008-2009 remain unchanged and will largely support SCC's technological infrastructure.

Statement of Operations ($ thousands)

	2008-2009 Planning Budget	2007-2008 Forecast
Expenses		
Personnel	8,196	7,722
Communications	185	170
Travel	1,882	1,884
Delegate and Secretariat Assistance	335	386
Information and Documentation	58	59
Public Relations	103	75
Professional and Special Services	1,267	1,612
Accommodation	684	681
Rental of Equipment	55	50
Printing and Duplication	45	48
Office Supplies	139	134
Meetings	275	246
Hosting of International Meetings	–	75
Membership Fees	884	995
Translation of National Standards	150	150
Training and Development	101	97
Other	262	251
Depreciation Expense	218	214
	14,839	14,849
Revenues		
Sales of Standards	640	654
Accreditation Programs – Conformity Assessment	6,018	5,788
Accreditation Programs – Standards Development Organizations	65	64
WTO/NAFTA Enquiry Point	370	340
Web Hosting Revenue	185	167
Partnership/Sponsorship/Registration	261	526
Other	129	147
	7,668	7,686
Net Cost of Operations	(7,171)	(7,163)
Net Deferred/Recognized Appropriation Funding	42	38
Parliamentary Appropriation – Industry Canada	7,129	7,129
Net Surplus	–	4
Capital Budget	150	150

6.2.2 The 2008-2009 Capital Budget and 2009-2013 Plan

The following are the Capital Budgets provided for each of the years covered by this document. (in $'s)

2006-2007	150,000
2007-2008	150,000
2008-2009	150,000
2009-2010	255,000
2010-2011	150,000
2011-2012	150,000
2012-2013	150,000

Variance Analysis

2006-2007 Actual Expenditures vs. 2006-2007 Capital Budget
$142,000 vs. $150,000

No significant variance exists. The majority of SCC's capital expenditures were related to information technology-related equipment such as servers and lifecycle replacement of desktop computers and laptops. Lesser amounts were provided for minor leasehold improvements and furniture.

2007-2008 Forecast vs. 2007-2008 Capital Budget
$150,000 vs. $150,000

No significant variance is anticipated.

2007-2008 Forecast vs. 2008-2009 Capital Budget
$150,000 vs. $150,000

The budget represents ongoing technology upgrades as well as planned minor leasehold improvements. The budget remains unchanged.

6.2.3 The Operating Plan 2008-2009 to 2012-2013

The following displays the operating plan based on the FY 2008-2009 planning budget:

Balance Sheet ($ thousands)

	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Assets							
Cash	2,324	2,262	2,330	2,276	2,224	2,159	2,103
Accounts Receivable:							
Federal Departments							
and agencies	1,401	1,501	1,526	1,544	1,552	1,572	1,595
Other	1,692	1,710	1,638	1,671	1,717	1,756	1,774
Prepaid Expenses	824	765	770	795	815	840	875
Fixed Assets (net)	740	676	608	641	587	538	494
Total Assets	**6,981**	**6,914**	**6,872**	**6,927**	**6,895**	**6,865**	**6,841**
Liabilities							
Accounts Payable and							
Accrued Liabilities	1,202	1,176	1,192	1,204	1,216	1,225	1,235
Contributions Received	62	65	65	65	65	65	65
Deferred Annual Fees	1,989	2,005	2,015	2,025	2,035	2,045	2,055
Deferred Revenue –							
Tenant Allowance	226	200	174	293	246	199	152
Deferred Government Funding	515	477	435	349	342	340	343
	3,994	3,923	3,881	3,936	3,904	3,874	3,850
Unrestricted Equity	2,987	2,991	2,991	2,991	2,991	2,991	2,991
Total Liabilities and Equity	**6,981**	**6,914**	**6,872**	**6,927**	**6,895**	**6,865**	**6,841**

Statement of Operations ($ thousands)

	2006-2007 Actual	2007-2008 Forecast	2008-2009 Plan	2009-2010 Plan	2010-2011 Plan	2011-2012 Plan	2012-2013 Plan
Expenses							
Personnel	7,484	7,722	8,196	8,464	8,644	8,644	8,644
Communications	166	170	185	181	187	182	187
Travel	1,601	1,884	1,882	1,918	1,942	1,981	2,004
Delegate and Secretariat Assistance	416	386	335	335	335	335	335
Information and Documentation	71	59	58	58	58	58	58
Public Relations	73	75	103	108	103	71	109
Professional Services	1,493	1,612	1,267	1,245	1,298	1,295	1,347
Accommodation	611	681	684	707	707	707	707
Rental of Equipment	65	50	55	53	55	53	55
Printing	27	48	45	40	40	40	40
Office Supplies	168	134	139	134	142	135	142
Meetings	226	246	275	223	290	223	275
Hosting of International Meetings	426	75	–	–	–	–	–
Membership Fees	998	995	884	884	884	884	884
Translation of National Standards	150	150	150	150	150	150	150
Staff Training and Development	89	97	101	105	107	107	110
Other	245	251	262	268	274	279	285
Depreciation Expense	254	214	218	222	204	199	194
	14,563	14,849	14,839	15,095	15,420	15,343	15,526
Revenues							
Sales of Standards	698	654	640	680	690	700	710
Accreditation Programs	5,734	5,852	6,083	6,431	6,608	6,665	6,688
WTO/NAFTA Enquiry Point	261	340	370	369	369	369	369
Partnership/Sponsorship/ Registration	504	526	261	120	270	125	275
Other	291	314	314	330	347	353	358
	7,488	7,686	7,668	7,930	8,284	8,212	8,400
Net Cost of Operations	(7,075)	(7,163)	(7,171)	(7,165)	(7,136)	(7,131)	(7,126)
Parliamentary Appropriation – Industry Canada	7,529	7,129	7,129	7,129	7,129	7,129	7,129
Net Deferred/Recognized Government Funding	86	38	42	36	7	2	(3)
Net Surplus	**540**	**4**	**–**	**–**	**–**	**–**	**–**
Capital Budget	142	150	150	255	150	150	150

Statement of Cash Flows ($ thousands)

	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Operating Activities							
Net Surplus	540	4	–	–	–	–	–
Adjustments for Non-Cash Items:							
Amortization of capital assets	254	214	218	222	204	199	194
Amortization of deferred revenue related to tenant allowance	(26)	(26)	(26)	(36)	(47)	(47)	(47)
Amortization of deferred government funding	(228)	(188)	(192)	(186)	(157)	(152)	(147)
	540	4	–	–	–	–	–
Changes in current liabilities and current assets other than cash	(185)	(66)	68	(54)	(52)	(65)	(56)
Cash Flows from operating activities	355	(62)	68	(54)	(52)	(65)	(56)
Investing Activities							
Additions to capital assets	(142)	(150)	(150)	(255)	(150)	(150)	(150)
Financing Activities							
Funding for acquisition of assets							
Parliamentary Appropriation	142	150	150	150	150	150	150
Tenant Improvement Allowance	–	–	–	105	–	–	–
Increase (Decrease) in cash during year	355	(62)	68	(54)	(52)	(65)	(56)
Cash at the beginning of the year	1,969	2,324	2,262	2,330	2,276	2,224	2,159
Cash at the end of the year	**2,324**	**2,262**	**2,330**	**2,276**	**2,224**	**2,159**	**2,103**

Significant Accounting Policies

a) Capital assets
Capital assets are recorded at cost and amortized on a straight-line basis over the estimated useful life of the assets as follows:

Furniture	5 years
Equipment	4 years
Leasehold improvements	term of the lease

b) Revenues
Revenues from accreditation fees and royalties from sales of standards are recorded on an accrual basis in the year in which they are earned.

Funds received or receivable in respect of application fees and the annual portion of accreditation fees are recorded as deferred accreditation fees and are recognized as revenues in the year in which they are earned.

Recoveries of expenses in respect of an agreement for the operation of the World Trade Organization/North American Free Trade Agreement (WTO/NAFTA) Enquiry Point are recognized as revenue at the time the related expenses are incurred.

Contributions received for the hosting of international meetings or conferences are recognized as revenue at the time the related expenses are incurred.

c) Expenses
Expenses are recognized when goods are received and services are rendered.

(d) Parliamentary appropriations
The Government of Canada provides funding to the Council. The portion of the parliamentary appropriation used to purchase depreciable capital assets is recorded as deferred government funding and amortized on the same basis and over the same periods as the related capital assets. The portion of the appropriation related to operations is recorded in the statement of operations in the year for which it was approved.

(e) Vacation pay
Vacation pay is expensed as the benefit accrues to employees under their respective terms of employment. The liability for vacation pay is calculated at the salary levels in effect at the end of the year for all unused vacation pay benefits accruing to employees.

(f) Employee benefit plan
The Council sponsors an employee benefit plan through a third party provider (health, dental, life and long-term disability insurance). The Council's contributions to the plan are recorded at cost and charged to personnel expenses in the year incurred. They represent the Council's total obligation to the plan. The plan does not require the Council to make contributions for any future unfunded liabilities of the plan.

(g) Employee future benefits

All eligible employees participate in the Public Service Pension Plan administered by the Government of Canada. The Council's contributions to the plan reflect the full cost as employer. This amount is currently based on a multiple of the employee's required contributions, and may change over time depending on the experience of the Plan. These contributions represent the total pension obligations of the Council and are charged to operations on a current basis. The Council is not currently required to make contributions with respect to any actuarial deficiencies of the Public Service Pension Plan.

(h) Future accounting changes

The Canadian Institute of Chartered Accountants (CICA) issued in January 2005 two new accounting standards that will impact the Council. These new standards will come into effect for fiscal years beginning on or after October 1, 2006 and will be applied prospectively.

Section 3855, Financial Instruments – Recognition and Measurement, establishes standards for recognizing, measuring and classifying financial instruments. The Council will be required to classify its financial assets as held for trading, held-to-maturity, loans and receivables or available-for-sale and financial liabilities as held for trading or other than held for trading. Financial assets and liabilities classified as held for trading will be measured at fair value with gains and losses recognized in net results of operations. Financial assets classified as held-to-maturity, loans and receivables and financial liabilities other than those held for trading will be measured at amortized cost. Financial assets classified as available-for-sale will be measured at fair value with unrealized gains and losses recognized in other comprehensive income. These new standards came into effect April 1, 2007 for the Council.

Section 1530, Comprehensive Income, introduces a new requirement to temporarily present certain gains and losses in other comprehensive income until it is considered appropriate to be recognized in net results of operations. The Council may be required to present a new financial statement titled Comprehensive Income to record such amounts until they are realized.

The Council is currently evaluating the impact of those new recommendations for fiscal year 2007-2008.

SCC's Performance Against Past Corporate Plan

The Corporate Plan for FY 2007-2008 to 2011-2012 identified four strategic priorities which were developed in support of the Corporation's mandate and were based on its review of its operating environment.

The strategic priorities were:

- Increase national awareness
- Sustain strategic international and regional leadership positions and relationships
- Balance current programs and services with emerging standards and accreditation opportunities
- Enhance organizational effectiveness

HIGHLIGHTS OF FY 2007-2008 PERFORMANCE

During FY 2007-2008, the Standards Council of Canada took significant steps to focus on increasing national awareness while still ensuring that it took on leadership positions internationally and regionally. Furthermore, SCC continued to seek ways to enhance current program offerings while responding to demands of the marketplace. In addition, SCC made significant progress in enhancing overall organizational effectiveness. The following discusses the main accomplishments of 2007-2008. Overall, the majority of SCC planned initiatives and activities were on track for FY 2007-2008. SCC will continue to build upon some of the initiatives and activities it undertook in FY 2007-2008 going forward with the current plan. Highlights of SCC performance up to October 30, 2007 are as follows.

Increase National Awareness

SCC took several steps in 2007-2008 to strengthen national awareness and its value proposition. SCC completed all phases of its brand strategy and continues to update its corporate visual identity. To help launch this renewed branding strategy, a new tagline was developed to communicate more clearly the value of SCC programs and services to its key target audiences of government, industry and consumer organizations. The tagline "Standards experts. Accreditation solutions" speaks more clearly to these audiences. Another key initiative in advancing this strategic priority was to complete the economic value of standardization study. This study together with the senior-level executive interview project completed in December 2006 will be important tools as SCC continues to seek out new partnerships.

SCC's outreach plan to industry and government has been successful in targeting several new partnerships and strengthening existing ones. Examples include: Canadian Council of Chief Executives, Minister of the Environment, Quebec Government, Canadian Security Establishment, National Aboriginal Forestry Association, First Nations Forestry Council and Canadian Wood Council.

SCC continues to strengthen its member program. The Member Program working group is preparing key recommendations to improve its overall strategy and address issues that were raised in the 2004 Special Exam such as identifying current and potential gaps in the composition and the membership of technical committees. SCC's Member Program also successfully hosted the 3rd Canadian Leadership Forum for those Canadians holding leadership roles in international standards development activities.

Sustain strategic international and regional leadership positions and relationships

SCC continues to demonstrate Canadian influence and impact in shaping policy on both international and regional governance standardization bodies. With the majority of Canada's National Standards adopted from international standards (approximately 70 per cent), SCC remains committed to supporting Canada's strategic participation in international and regional standardization bodies. Canada currently holds one of 18 elected seats on the ISO Council and one of 12 seats on the Technical Management Board. Canada also holds leadership roles in ISO's policy committees for conformity assessment (CASCO), consumer affairs (COPOLCO) and developing countries (DEVCO).

Jacques Régis is the first Canadian President of the IEC. As he is assuming this role in January 2008, SCC continues to provide support to him in this leadership position.

Furthermore, Canada also has a strong international and regional influence holding several executive and policy positions in organizations such as the International Accreditation Forum (IAF), InterAmerican Accreditation Cooperation (IAAC), Pacific Accreditation Cooperation (PAC) and Pan American Standards Commission (COPANT). Canada's influence regionally permits it to have a stronger voice at the European dominated international standardization organizations of ISO and IEC.

Canada is also heavily involved in technical committees of the two main international standards bodies of ISO and IEC, and their Joint Technical Committee (JTC1). These committees develop new standards and update existing standards for thousands of products, services and systems. SCC continues to meet its target, exceeding a Canadian participation rate of over 50 per cent in ISO and IEC work programs.

As part of SCC's measures to endorse the concept of "one internationally accepted standard and one internationally accepted test", SCC continued to sign agreements with peer accreditation bodies. This initiative supports the IAF's Cross-Frontier Policy. Maintaining signatory status with various countries reduces Canada's need for products to undergo duplicate testing when crossing borders. Ultimately, this will help in fostering the development of a global market for Canadian goods or services.

To strengthen Canada's position at the IEC, SCC has been involved in developing a strategy for joint use by Canada, Mexico and the U.S. to enhance their approach at this international standardization body.

SCC continues to work with its counterparts at the Standardization Administration of China and to support requests for SCC participation in collaborative trade-related technical assistance and capacity building projects.

Balance current programs and services with emerging standards and accreditation opportunities

In FY 2007-2008, SCC continued to deliver value-added programs and services while addressing numerous emerging standards and accreditation opportunities.

SCC provided standardization input into various trade agreements and policy reviews. The new Cabinet on Streamlining Regulation came into effect on April 1, 2007. SCC's participation in the process resulted in multiple references to standardization. The Canadian government recently launched a new bilateral and regional Free Trade Agreement (FTA) negotiating agenda with the aim of conducting eight FTA negotiations over the next five years, involving:

- the Americas–FTAA,
- the Central American Four,
- the European Free Trade Association-EFTA,
- the Republic of Korea,
- Singapore,
- the Andean Community countries,
- CARICOM, and
- the Dominican Republic.

SCC staff participated in the development of a base framework to assist in the negotiation of technical barriers to trade (TBT) chapters of FTAs and have provided specific input for negotiation (e.g. Korea, Singapore and the Andean community).

In FY 2007-2008, SCC signed Memorandums of Understanding (MoU) with various government departments including Transport Canada, Natural Resources Canada (NRCAN), and Environment Canada. These agreements will lead to the expansion of several accreditation programs.

SCC successfully launched in February 2007 three accreditation programs in the areas of food safety, information security and occupational health and safety. The new initiatives build on the success of SCC's existing programs for the accreditation of organizations certifying quality management systems (ISO 9001) and environmental management systems (ISO 14001). Management system standards provide a framework for effective business practices, allowing organizations to identify and implement goals, track progress and continuously identify areas for improvement.

Enhance organizational effectiveness

SCC made several inroads in FY 2007-2008 to enhance overall organizational effectiveness. SCC developed an enterprise risk management assessment through the consolidation of several documents and through an organized workshop on risk management. SCC also continued to build on its performance management framework to more closely align its mandate to its strategic priorities.

SCC continues to invest in training opportunities for its staff and is developing a Talent Management Program that focuses on retention and career building. SCC also was able to establish a benchmark of employee satisfaction (82 per cent of staff satisfied). SCC's quality management system which underpins overall organizational effectiveness continues to help strengthen SCC's programs and services.

The following tables represent SCC's performance to date against the goals and objectives summarized in SCC's FY 2007-2008 Corporate Plan. The tables serve as a "scorecard" identifying progress made to date. The performance assessment reflects activity up to October 30, 2007. SCC anticipates achieving the majority of its performance targets. It should also be noted that many of the objectives in the tables below are those of the National Standards System.

FY 2007-2008

Strategic Priority 1: Increase National Awareness

Key Initiative or Activity	Objective	Outcome/Measurement FY 2007-2008
Marketing and outreach initiatives targeted at key SCC stakeholder groups	Complete SCC brand strategy and related communications pieces	1) Implementation of a renewed branding strategy is underway. The recently developed brand book and SCC style guide are being implemented; the application of SCC's revised corporate visual standards is an on-going effort. A new SCC tagline is now in use: *Standards experts. Accreditation solutions.* ◑ 2) Tactics identified in SCC's FY 2007-2008 Marketing and Communications Plan are being implemented. ◑ 3) Continued outreach to government and industry e.g. Office of the Privacy Commissioner, Canadian Council of Chief Executives, Minister of the Environment, Quebec Government, Canadian Security Establishment, National Aboriginal Forestry Association, First Nations Forestry Council, Canadian Wood Council ◑

Performance Legend

◑ On-track and within budget

◑ Partially complete and/or budget variance or variance from expected outcome

✖ Postponed or cancelled

*   See Appendix 2 for corresponding Canadian Standards Strategy Goals and Objectives

Marketing and outreach initiatives targeted at key SCC stakeholder groups *(continued)*	Participate in various outreach initiatives to raise awareness of and attract new users to the NSS and address stakeholder issues	1) Information on the social and economic benefits of standardization disseminated e.g. speeches, via trade shows, conferences, information exchange sessions with key government and industry representatives ◑ 2) A product recall database is under development by the SCC. The database which will be termed 'product advisory notices' will require SCC-accredited certification bodies to submit product recall notices to the SCC for inclusion into the database. This requirement is currently being incorporated into corresponding CAN-P documents. The database is expected to be launched by the end of the fiscal year. ◑
	Use findings from senior-level executive interview project	A report on the findings from the senior-level executive interview project was prepared along with key recommendations. This incorporated the views of 26 senior-level executives from industry and government that were interviewed for this project. This paper was used as part of SCC' annual strategic planning session to provide guidance on strategic direction. ◑
	Host events and organize meetings to promote standardization in Canada	1) Preparations relating to the hosting of the National Standards System Conference will continue up to June 2008. ◑ 2) SCC hosted the 3rd Canadian Leadership Forum in Toronto for Canadians leading technical work at ISO and IEC. A total of 90 participants attended including several key SCC Council members. SCC achieved an overall rating of 4.2 out of 5 for the conference. ◑ 3) SCC hosted the 12th General Assembly of the InterAmerican Accreditation Cooperation (IAAC) in August 2007. The IAAC is an association of accreditation bodies in the Americas with the aim of improving conformity assessment practices in the region. ◑

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2008-2009
Economic value of standardization	Highlight the benefits of standardization and concretely demonstrate the socio-economic value attached to standardization to engage new stakeholders and to retain existing partners	1) A study on the economic value of standardization was completed in March 2007 by the Conference Board of Canada. ◑ 2) The empirical work showed that standards play positive role in enhancing labour productivity. The findings show that a 10% increase in the number of standards led to a 3.6% increase in labour productivity. ◑ 3) Preparation of study on the economic value of standardization for publication; incorporation of findings into marketing collateral aimed at targeting key stakeholder groups; use of messaging to "sell" the benefits to government and industry to secure increased participation. ◑
Implement a comprehensive strategy for SCC's member program.	The member program working group is developing a strategy which covers: retention and recruitment, recognition, training and the structure of program.	The Member Program Working Group met on May 1, 2007 to finalize their recommendations for the Member Program. A report for council which outlines the finalized recommendations is currently in progress. The Standards Branch is also working with Management Information Systems to develop an electronic tracking system of membership participation. ◑
Strategy for the educational sector	Foster the use of standards in curricula across Canadian universities and follow-up on outcomes of the Academic Conference	1) Recommendations implemented from the Academic Conference on Standardization Research held in Canada on 2006-11-20 were submitted to Council for review. SCC will continue to work with the academic community to pursue research on specific standardization-related topics. ◑ 2) No external partner was identified for a Canadian Centre for Standardization Research (CCSR). It was determined that further research is required to establish the feasibility of such a Centre. ◑ 3) SCC has signed 15 agreements with universities and colleges to provide 295 ISO standards for use in 35 courses. ◑

Performance Legend

◑ On-track and within budget

◑ Partially complete and/or budget variance or variance from expected outcome

⊗ Postponed or cancelled

*   See Appendix 2 for corresponding Canadian Standards Strategy Goals and Objectives

Strategic Priority 2: Sustain strategic international and regional leadership positions and relationships

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2008-2009
Evaluate and strategically participate in international and regional standards development and conformity assessment bodies	Influence Canadian perspective at international and regional standardization bodies: • President IEC • President of COPANT • Governance position on ISO Council • IEC Council Board • IEC Standardization Management Board • IEC Conformity Assessment Board • ISO Technical Management Board (TMB) • Chair of PAC • Vice-Chair of IAF • Vice-Chair of IAAC • PASC • PASC SC • IEC/CAB	SCC continues to show demonstrated Canadian influence and impact in shaping policy on both international and regional governance standardization bodies. ◑ **International Influence** **Executive and Policy at ISO:** • Canada holds one of 18 elected seats on the ISO Council and one of 12 elected seats on the Technical Management Board • Canada also holds leadership roles in ISO's policy committees for conformity assessment (CASCO), consumer affairs (COLPOCO) and developing countries(DEVCO) **Executive and Policy at IEC:** • A Canadian has been elected President (2008-2010) • Canada is one of 15 elected to the senior governing body, the Council Board (CB). • Canada is one of 15 elected members to the Standardization Management Board (SMB) • Canada is one of 12 elected members to the Conformity Assessment Board (CAB) and holds leadership positions with IEC's conformity assessment schemes **International/Regional Influence** **Executive and Policy** IAF: Vice-Chair and Vice-Chair of Technical Committee IAAC: Vice-Chair PAC: Chair and Technical Committee Chair PASC: Standing Committee COPANT: President, Board of Directors and Technical Management Commission
Canadian impact on and participation in regional and international standardization organizations	Develop Canadian positions to IAF, PAC, IAAC, ISO/CASCO and aim to increase cooperation, as measured by the percentage of Canadian resolutions made at the regional level that are successful	More than 80% of proposed Canadian policy positions have been achieved: IAF (88%); PAC (84%);IAAC (data not available at this time); and ISO/CASCO (100%). ◑

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2008-2009
Canadian participation and contribution to ISO and IEC	Influence Canadian perspectives at ISO and IEC: 1) As of 2007-09-01, 100% voting performance for draft international standards (DIS) and final draft international standards 100% (FDIS) 2) As of 2007-09-01, the ratio of Canadian participation in work programs of ISO and IEC was 500 out of a possible 894, representing, 55.9%	1) 100% voting performance is expected to be achieved for DIS and FDIS ◐ 2) 50%+ Canadian participation in work programs of ISO and IEC is expected to be achieved ◐
Strategic participation by Canadians in relevant ISO/IEC committees	Seek opportunities for Canadians on ISO/IEC committees The current status as of 2006-12-31: 1) There are 155 (2006) Canadians managing IEC/ISO/JTC Committees/Working Groups. 2) There are 55 (2006) Canadians elected/appointed to IEC /ISO policy management committees. 3) There are 10 (2006) Canadians leading IEC/ISO policy management committees.	Targets for 2007-2008, membership on important ISO/IEC working groups have been achieved: 1) 159 Canadians managing IEC/ISO/ JTC Committees ◐ 2) 65 Canadians elected/appointed to IEC/ISO policy and management committees ◐ 3) 8 Canadians leading IEC/ISO policy/management committee ◐
Emerging markets	Identify standardization opportunities with emerging markets with particular emphasis on China and India.	1) Policy paper on the assessment of how Canada would engage India in standardization related work is expected to be complete by end of fiscal year ◐ 2) SCC continues to work with China under SCC's Agreement on Cooperation with the Standardization Administration of China (SAC). ◐
North American IEC strategy	Develop and implement a strategy for joint use by Canada, Mexico and U.S. in their approach to IEC	1) The three IEC national committees of Canada, Mexico and the U.S. have endorsed the Tri-National Strategy document. Champions to lead each strategic objective have been identified. ◐ 2) Canada hosted the IEC multinational group of the Americas in October 2007. This meeting led to the future formalizing of an IEC regional group for the Americas. ◐

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2008-2009

Implement Cross-Frontier Policy	Implement IAF/ILAC/PAC/APLAC/IAAC requirements and maintain MRA signatory status	Policies and procedures updated to reflect the new requirements. Critical locations have been identified. Visits to all key locations have been scheduled or arrangements have been made to recognize and accept the assessments of MLA partners. ◐
		
		Number completed to date:
		    Management System Certification Bodies – 47
		    Product Certification Bodies – 23

Training/Development opportunities for developing countries	Provide training or development assistance in standardization bodies to developing countries.	1) SCC is on track to complete project to assist members of Costa Rica's National Quality System through the CIDA Canada-Costa Rica Competitiveness Development Fund by December 2007. ◐ 2) A new CIDA project is under development to provide technical assistance to the Guyana National Bureau of Standards. ◐

Strategic Priority 3: Balance current programs and services with emerging standards and accreditation opportunities

Key Initiative or Activity	Objective	Outcome/Measurement FY 2007-2008
Contribution and support for Government of Canada initiatives	Provide formal submissions into various government initiatives	1) Continue to provide standardization input into the Agreement on Internal Trade when needed. During this last fiscal year, there has been limited activity at a national level. ◐ 2) SCC contributed to the review of Canada's Regulatory Policy under the auspices of Smart Regulation Initiative. The new Cabinet Directive on Streamlining Regulation came into effect on April 1, 2007. SCC's participation during the consultation process resulted in the inclusion of multiple references to the importance of using standardization throughout the regulatory lifecycle. ◐ 3) SCC supported the Security and Prosperity Partnership Initiative (SPP) specifically as it related to the development for trilateral regulatory cooperation framework to include Mexico, Canada and the U.S. ◐ 4) SCC continues to promote standardization in the area of healthcare: SCC participates on the Steering Committee of Infoway, a Canadian organization devoted to a pan Canadian Electronic Health Record System; SCC continues to work on the national injury prevention strategy with stakeholders such as Health Canada; SCC extended the scope of its agreement with OMA to include BNQ to accredit medical laboratories jointly. ◐
Conformity Assessment	Introduce more technical expertise to facilitate assessments and auditing of all client locations	Certification Bodies Accreditation Program: An additional 10 technical areas are expected to be covered by the end of the fiscal year. ◐

Performance Legend

◐ On-track and within budget

◐ Partially complete and/or budget variance or variance from expected outcome

✖ Postponed or cancelled

*   See Appendix 2 for corresponding Canadian Standards Strategy Goals and Objectives

Strategic Priority 3: Balance current programs and services with emerging standards and accreditation opportunities *(continued)*

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2008-2009
Conformity Assessment *(continued)*	Balance current programs and services while meeting the demands of the marketplace for new accreditation programs	1) Occupational Health and Safety, food safety and information security programs have been approved and are operational. SCC has received 15 requests for applications for accreditation for these new programs since the launch on February 15, 2007. ◑ 2) Programme for the Endorsement of Forest Certification schemes Canada has been transferred to SCC and the forest product Chain of Custody program is operational – 1 certification body has been accredited and 1 is in process. ◑ 3) The greenhouse gas verification program is under development through a contract with NRCan. ◑ 4) The qualification of OMA is nearing completion. A communications strategy is under development. ◑ 5) CA did not meet the target of accrediting 5 medical labs as the medical lab accreditation program will be delivered through partnerships with OMA and BNQ and there have been several delays in completing the qualification of the partners.
	Develop accreditation partnerships with government and private organizations for expansion into new programs	1) MOU/Contract signed with Environment Canada for the development of an environmental technology verification program. ◑ 2) Renewed the agreement with Canadian Food Inspection Agency for the accreditation of food testing labs. ◑ 3) Agreements are expected to be renewed with Health Canada on Canadian medical devices conformity assessment services and with Canadian Para Mutual Agency on accreditation of labs performing equine testing. ◑
	Expand client base in existing accreditation programs from: • Laboratory (PALCAN): 346 • Product Certification: 30 • Management Systems: 29 • Personnel Certification: 3 • Inspection Bodies: 7 Total: 415	Expected Target levels: YTD results (dec) • Laboratory (PALCAN): 362 348 ◑ • Product Certification: 32 31 • Management Systems: 29 29 • Personnel Certification: 6 3 • Inspection Bodies: 15 12 Total: 444 Total: 423

Strategic Priority 3: Balance current programs and services with emerging standards and accreditation opportunities *(continued)*

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2008-2009
National Standards of Canada (NSCs)	• Approve adoptions of ISO/IEC standards as National Standards of Canada (NSCs) • Harmonize international technical committees with standards development organization (SDO) committees	1) 70% + NSCs are expected to be adoptions of international standards for 2007 ◑ 2) 40% + of international technical committees are expected to be harmonized with SDO committees ◑
Canadian Standards Strategy (CSS)	Update the CSS	Implementation of all Canadian Standards Strategy (CSS) items is expected to be complete by the end of fiscal year. ◑
Client Satisfaction	• Web site visitors: 62% overall satisfaction achieved (2004) • Develop action plans to formally address issues raised in customer satisfaction surveys	1) Web survey has been developed. ◑ 2) An open invitation was extended to web users to participate in an online survey. ◑ 3) Results will be available by end of fiscal year. ◑

Performance Legend

◑ On-track and within budget

◔ Partially complete and/or budget variance or variance from expected outcome

⊗ Postponed or cancelled

*   See Appendix 2 for corresponding Canadian Standards Strategy Goals and Objectives

Strategic Priority 4: Enhance organizational effectiveness

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2008-2009
Funding/Resources	Increase resources for succession planning for SCC's volunteer base Achieve cost-recovery targets set for all conformity assessment programs. FY 2006-2007 combined cost-recovery for conformity assessment programs was 97%	1) No progress ⬤ 2) Cost recovery 97% after the second quarter. Projected to be 97% by year end. ⬤ 3) Small adjustment (economic increase) made to fees for the start of fiscal year. Review of fee structure will occur during the fiscal year for implementation in 2008/09. ⬤
Quality Management System (QMS)	Refine and update QMS documents as required and conduct QMS audits of all SCC branches	1) QMS documents have been updated to reflect changes in strategic planning ⬤ 2) QMS audits of all SCC branches continue. Corrective actions are being addressed. ⬤
	Enterprise-wide risk management strategy: integrate all of SCC's risk analysis information from QMS documentation and other audits into one document.	SCC completed its first risk management workshop in March 2007. A corporate risk profile was developed aligning risk with strategic priorities. This risk profile is to be updated annually during the annual strategic planning sessions. The document is scheduled to be reviewed and approved by the Corporate Governance Committee before the end of fiscal year. ⬤
	Corporate Workplan Priorities: refine mechanisms for developing and implementing corporate workplan priorities	Corporate priority-setting mechanism has been developed to assist managers and directors with business planning. This mechanism will be incorporated into SCC's quality management system (QMS). For FY 2008-2009 ⬤
Governance	Align SCC with Government's *Federal Accountability Act*	SCC is currently working on areas in which the *Federal Accountability Act* will have an impact on the SCC. ⬤ This includes: *Public Servants Disclosure Protection Act* *Conflict of Interest Act* *Access to Information Act* Minor change to *SCC Act* (Extension to directors' term)
Employee Satisfaction	Establish a benchmark for employee satisfaction through survey	An employee satisfaction survey was completed in March 2007 with 82% of staff satisfied. ⬤
Staff training	Enhance professional development and training opportunities for staff and management 1.37% of salary budget (FY 2005-2006)	1.8% of salary budget spent on staff training is expected to be achieved by end of fiscal year. ⬤
An unqualified financial audit opinion	SCC has never received a qualified financial audit opinion	An unqualified financial audit opinion is expected to be received. ⬤
Employee turnover	As of 2006-10-31, 5.6%	A turnover rate of ‹ 5% is expected to be achieved. ⬤
At year-end the net income will be within 1.5% of the budget	As of 2006-08-31, SCC is 1.36% within the net budgeted result	At year-end, the net income/loss is expected to be on target within 1.5% of budget. ⬤

Canadian Standards Strategy
Update 2005–2008
Goals & Objectives

INTERNATIONAL

1. Influence the formation, evolution and operation of standardization bodies that are important to Canada.

1.1 Enhance the strategic coordination and oversight capacities of the Canadian National Committees: CNC/ISO and CNC/IEC.

1.2 Facilitate consumer input into national, regional and international standardization fora.

2. Improve access to existing and new markets for Canadian goods and services

2.1 Continue to strengthen global accreditation networks.

2.2 Support the reduction of standardization-related trade barriers.

3. Build competitive advantage through technology and information transfer and global market intelligence

3.1 Continue to engage developing countries in international standardization.

NATIONAL

4. Meet the needs of an evolving regulatory and policy environment

4.1 Pursue strategic standardization partner-ships, projects, and processes that support social policy objectives (including health, safety and the environment).

4.2 Support inter-jurisdictional standardization-based cooperation.

4.3 Engage regulatory and public policy officials regarding the applicability of standardization approaches.

4.4 Research and analyze new ongoing and standardization issues.

5. Represent fully the broadening range of standardization stakeholders

5.1 Support the further development of SCC Member Program.

5.2 Employ innovative and sustainable funding mechanisms to support future activities.

6. Communicate effectively the role and benefits of standardization and conformity assessment practices

6.1 Promote the use of the National Standards System (NSS)

Appendix 3:
Acronyms

A2LA	American Association for Laboratory Accreditation
ACCA	Advisory Committee on Conformity Assessment (SCC)
ACS	Advisory Committee on Standards (SCC)
ACT	Advisory Committee on Trade (SCC)
AFNOR	Association française de normalisation
AIT	Agreement on Internal Trade
APEC	Asia Pacific Economic Cooperation
APLAC	Asia Pacific Laboratory Accreditation Cooperation
APLMF	Asia Pacific Legal Metrology Forum
APMP	Asia Pacific Metrology Programme
BNQ	Bureau de normalisation du Québec
CAB	Conformity Assessment Board of IEC
CAC/CASCO	Canadian Advisory Committee on the ISO committee on Conformity Assessment (SCC)
CAC/COPOLCO	Canadian Advisory Committee on the ISO committee on consumer policy (SCC)
CAC/DEVCO	Canadian Advisory Committee on Developing Countries Matters (SCC)
CANENA	Council for Harmonization of Electrotechnical Standards of the Nations of the Americas
CARICOM	The Caribbean Community Secretariat
CIDA	Canadian International Development Agency

COPANT	Pan American Standards Commission
COPOLCO	Consumer Policy Committee of ISO
CNC/IEC	Canadian National Committee, the International Electrotechnical Commission (SCC)
CNC/ISO	Canadian National Committee on the International Organization for Standardization (SCC)
CPIC	Consumer and Public Interest Committee (SCC)
CSS	Canadian Standards Strategy
DEVCO	Developing Countries Policy Committee of ISO
DFAIT	Department of International Affairs and Trade
DIS	Draft International Standard
ERMA	Enterprise Risk Management Assessment
FDIS	Final Draft International Standard
FTAA	Free Trade Area of the Americas
GLP	Good Laboratory Practices
IAAC	InterAmerican Accreditation Cooperation
IAF	International Accreditation Forum
IC	Industry Canada
IEC	International Electrotechnical Commission
IEEE	Institute of Electrical and Electronics Engineers
ILAC	International Laboratory Accreditation Cooperation
ISO	International Organization for Standardization
ISO/DEVCO	International Organization for Standardization/Committee on Developing Country Matters
ISO/GA	International Organization for Standardization/General Assembly
ISO/TMB	International Organization for Standardization/Technical Management Board
JTC1	Joint Technical Committee (ISO/IEC)
MLAs	Multilateral Recognition Agreements
MRAs	Mutual Recognition Agreements
NACLA	National Cooperation for Laboratory Accreditation
NAFTA	North American Free Trade Agreement
NPSAC	National Public Safety Advisory Committee
NRC	National Research Council of Canada
NSS	National Standards System

OMA	Ontario Medical Association
PAC	Pacific Accreditation Cooperation
PALCAN	Program for the Accreditation of Laboratories/Canada
PASC	Pacific Area Standards Congress
PTAC	Provincial-Territorial Advisory Committee (SCC)
QMS	Quality Management System
SAC	Standardization Administration of China
SCC	Standards Council of Canada
SDOAC	Standards Development Organizations Advisory Committee (SCC)
SMB	Standardization Management Board of IEC
SPP	Security and Prosperity Partnership of North America
RCF	Regulatory Cooperation Framework
TBT	Technical Barriers to Trade
TC	Technical Committee of ISO/IEC
TDC	Technical Document Centre
TMB	Technical Management Board of ISO
WG	Working Group
WTO	World Trade Organization
WTO/TBT	WTO- Technical Barriers to Trade Committee