

Summary of Corporate Plan  
2010–2011 to 2014–2015

Summary of Operating Budget  
2010–2011

Summary of Capital Budget  
2010–2011



Standards Council of Canada  
Conseil canadien des normes

The mandate of the Standards Council of Canada 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 leading 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. Although we often speak of "voluntary standards", many standards are referenced in regulation making adherence to them mandatory.

*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.

The Standards Council of Canada (SCC) promotes the use of standards, conformity assessment, and standardization, nationally and internationally.

Contact us:

Email: [info@scc.ca](mailto:info@scc.ca)

Mail: 200-270 Albert Street  
Ottawa, Ontario K1P 6N7

Phone: 1 613 238 3222

Fax: 1 613 569 7808



**Standards Council of Canada**  
**Conseil canadien des normes**

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# 1. SCC's Five-Year Plan – Executive Summary

## 1.1 Introduction

This is the Standards Council of Canada (SCC)'s Corporate Plan for the 2010 to 2015 planning period. The SCC's Corporate Plan is an annual, five-year strategic plan. The plan outlines SCC's strategic priorities, and its supporting initiatives and activities. The plan includes SCC's balanced scorecard and its operating and capital budget for fiscal year 2010-2011.

The SCC's strategic direction is guided by one statement: *What is the value of standardization to Canada?* SCC's overall goal during this planning period will be to demonstrate the value of standards and accreditation services to Canadians. Our role is to enhance Canada's competitiveness and quality of life.

Standards and conformity assessment practices have traditionally been recognized for their technical benefits. Increasingly they are being acknowledged for their value in health and safety, trade, the environment, and the economy at large. The value of SCC's work is directly linked to the well-being of Canadians and the future prosperity of Canada. SCC's priorities are aligned with those of the Government of Canada:

### Improving the health and safety of Canadians...

Improving food and product safety regulation is a priority area for the SCC. SCC provides value in protecting the health and safety of Canadians in these areas. Standards and conformity assessment practices ensure that human health is protected with proper handling, packaging and labeling. SCC product safety testing and certification initiatives directly support the proposed *Canada Consumer Product Safety Act* (CCPSA). SCC's food safety management systems accreditation program provides a framework for effectively managing the safety of the food supply chain. SCC accredits certification bodies that assess and certify food safety management systems to the international standard ISO 22000. SCC's contributions to Canada's health and safety measures add value to their integrity and acceptance.

### Expanding international trade...

Canada's prosperity depends on international trade facilitated by standards and harmonized conformity assessment practices. SCC's contributions to Canada's trade policy are invaluable. The Government of Canada depends on the expertise of the SCC in negotiating standardization components of trade agreements. SCC is currently working with its partners at Foreign Affairs and International Trade (DFAIT) to support the *Canada-European-Union: Comprehensive Economic and Trade Agreement* (CETA). Canadian industry will benefit from improved terms of trade through the application of standards and conformity assessment practices which are relevant to them.

With an estimated overall impact of 80 per cent of world trade tied to standards and related conformity assessment activities, SCC's promotion of the relationship between standardization and trade is vital to Canada's competitiveness.<sup>1</sup>

### Stimulating the Canadian economy...

The application of standards and conformity assessment practices can reduce the regulatory burden, ease trade barriers, and create efficiencies in healthcare and other sectors of the economy. These efficiencies support governmental economic stimulus plans. Studies in Canada and around the world have demonstrated the economic benefit of standards to a nation's prosperity. During this last global

Engaging in standardization activities is an excellent return on investment for all Canadians.

"In uncertain global economic times, the importance of standards to government, industry and individuals is magnified. From improving the national and international flow of goods and services to helping enhance and protect the lifestyle, safety and well-being of Canadians, standards become even more pivotal to our competitiveness, innovation and growth."

The Honourable Tony Clement,  
Minister of Industry, June 9,  
2009

<sup>1</sup> International Organisation for Standardization (ISO), *Today's State-of-the-Art Global Solutions for CEOs*. (Geneva, International Organisation for Standardization, 2009), p. 5.

SCC's activities directly support the Government of Canada's plan for a strong and competitive Canada. With the economy being the top priority of the Government and top-of-mind for all Canadians, standards and conformity assessment practices offer cost-effective, credible and practical solutions for governments dealing with global economic challenges.

Standards and conformity assessment practices stimulate the Canadian economy.

A 2007 SCC-commissioned study revealed that standardization has a significant positive impact on Canada's economy, boosting labour productivity and gross domestic product. It showed that from 1981 to 2004, standardization accounted for 17 per cent of the growth rate in Canadian labour productivity, and nine per cent real GDP growth. The study cites competition and innovation as being key drivers of productivity growth, and indicates that Canada's GDP would have been lower by \$62 billion (5.5 per cent) in 2004 were it not for the impact of standardization on the economy over the preceding years.<sup>2</sup>

recession, many government and industry leaders as well as small and medium sized businesses turned to standardization solutions to gain a competitive advantage. The Government of Canada can incorporate standards and conformity assessment practices into their economic stimulus plan and bring increased value to Canadians.

#### **Supporting a clean energy economy...**

SCC is a valuable contributor to environmental protection. SCC's accreditation program for assessing the competency of organizations verifying greenhouse gas emissions, for example, ensures that verifiers in the offset system meet international requirements. Companies who hire validators and verifiers accredited by SCC have the assurance that they indeed, meet those requirements. Additionally, SCC's programs support the Government of Canada's sustainability agenda and complement Canada's offset system for greenhouse gases. SCC's program is likely to grow in value as governments and industries attempt to lessen their burden on the environment.

The importance and significance of SCC's activities have resulted in increased demand for:

- Participation of Canadians in national, regional, and international standardization forums;
- Provision of support for trade agreements and federal and provincial government initiatives;
- The promotion of the value and use of standardization to key stakeholders; and
- SCC's accreditation programs.

## **1.2 Operating Environment**

- National awareness of SCC's role among its key stakeholders (government, industry, consumers and the academic community) has not reached its full potential. More work must be done to demonstrate the value of SCC and its work. Ultimately, greater engagement with stakeholders will create a stronger NSS that best serves the needs of all Canadians.
- Protecting the health and safety of Canadians is a priority for SCC. The increasing number of products bearing counterfeit certification marks in the marketplace signals a growing threat for the NSS. To protect the integrity of the system, SCC will work with partners to focus on anti-counterfeiting and product safety issues. Leveraging the support of partners within the NSS will be an effective strategy to minimize this trend.
- The global economic recession has impacted standards development for Canada. Decreased funding by Canadian industry in traditional sectors of the economy has contributed to a decline in participation in international standardization activities in these areas. It is estimated that a decade ago, SCC managed some 3,500 volunteers in international standards development. SCC now manages a pool of 2,500 volunteers. In partnership with Canada's four accredited standards development organizations, SCC will focus on a national recruitment strategy to attract new participants to SCC's member program.
- There is a growing importance for standardization solutions at both the national and international level. Nationally, government and industry are turning to standardization solutions to reduce administrative costs and regulatory burdens while still protecting the public interest and meeting market needs. Internationally, standards and conformity assessment practices provide solutions to a broad range of health, safety and environmental issues. Paralleling the international arena, these issues and trends are also evident in Canada.
- The growing use of standards in social policy and regulatory solutions, as well as new standards and emerging models of conformity assessment adds to the urgency and complexity of attracting new partners under the NSS umbrella.
- The proliferation of international trade agreements in Canada has elevated the need for SCC expertise. In particular, SCC's partners at the Department of Foreign Affairs and International Trade (DFAIT) consult with SCC regularly to provide standardization- and transparency- related input into negotiations of free trade agreements. SCC will be an important contributor to the CETA negotiations.

<sup>2</sup> The Conference Board of Canada, Economic Value of Standardization. (Ottawa: Standards Council of Canada, 2007), p. 12.

- Canada's prosperity depends on international trade facilitated by standards and harmonized conformity assessment practices. Increased participation in international and regional technical-committees supports Canada's trade strategy objectives. If Canada is not involved in these standardization forums, it will be to the detriment of Canadian competitiveness. To keep pace with technological advances, Canadians must be involved in international standards development. Canada's involvement in standardization forums will ensure the country's continued leadership in standardization to protect not only the future of Canada's economic competitiveness but the health and safety of Canadians. The value of Canadian volunteers' work on international technical committees is critical to Canada's competitiveness.
- Growth is expected in SCC's conformity assessment branch's programs. The value of SCC's accreditation programs are important to governments as they seek cost saving solutions to important public policy issues. This will result in the implementation of new programs or extensions of existing accreditation programs in 2010-2011 and thereafter. SCC's programs ensure inspection and oversight in the marketplace at a relatively low cost.
- SCC and its NSS partners will focus on year two of the implementation of the updated 2009-2012 Canadian Standards Strategy (CSS). The strategy provides assurance that Canada's standardization efforts will support Canada's competitiveness in the global marketplace.

### 1.3 Strategic Priorities

Given the current operating environment, SCC will focus its efforts on five strategic priorities for achieving its mandate for FY 2010–2011 to FY 2014–2015. The SCC's strategic priorities for 2010–2011 are elaborated on in Section 4 of this plan.

- Strategic Priority 1: Protect the integrity of the NSS
- Strategic Priority 2: Achieve international standards conducive to Canada's interests
- Strategic Priority 3: Increase revenues in selected programs and services
- Strategic Priority 4: Increase recognition of SCC's role among key stakeholder groups
- Strategic Priority 5: Enhance organizational effectiveness

Participation in international standards development activities provides Canadian industry with a competitive advantage by helping Canadians to successfully export their products worldwide.

In an innovation-driven and highly competitive economy, companies increase sales and employ more people when their products and services meet or exceed international standards.

The Canadian Standards Strategy (CSS) provides direction and leadership to advance the safety and economic well-being of Canadians in a global economy.

The four overarching goals of the CSS 2009-2012:

- To promote trade and consumer safety.
- To ensure that the NSS is continually evolving to meet changing demands.
- To expand understanding, recognition and use of the NSS.
- To identify and address emerging national issues where standards and accreditation solutions can be applied.

## 2. Overview

### 2.1 Introduction

#### 2.1.1 National Standards System (NSS)

SCC is mandated to coordinate and oversee the efforts of the organizations involved in the National Standards System (NSS). In addition to the leadership of the SCC, the system depends on the participation of governments, non-governmental organizations and private sector representatives. Together, these groups provide the infrastructure needed to advance important public policy issues providing real benefit for Canadians. Consumers also play a key role in the NSS by: highlighting issues such as the environment, health, safety, and privacy in standardization discussions; and speaking out about products or services that do not meet expectations in terms of safety, quality or efficiency.

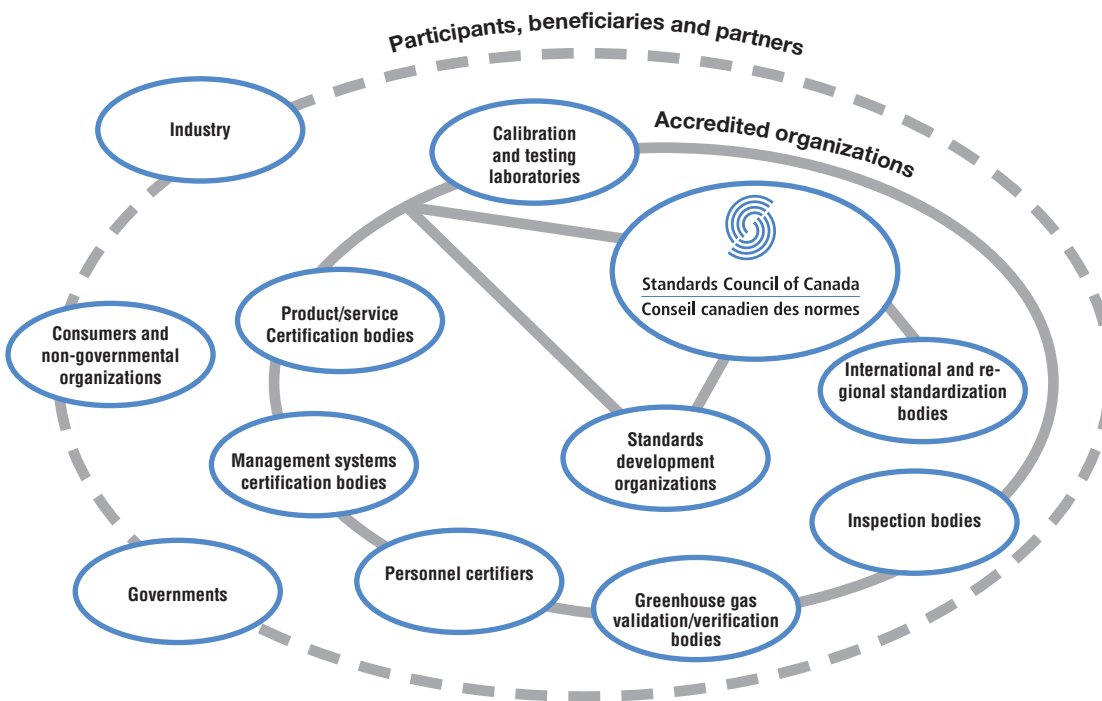
The Standards Council of Canada is embarking on an important year with the official launch of the updated Canadian Standards Strategy (CSS) 2009-2012. The CSS 2009-2012 represents a collaborative commitment to action by SCC and members of Canada's NSS. The official launch of the CSS 2009-2012 was the focus of Canada's World Standards Day celebration held in October, 2009. The theme of World Standards Day was *Tackling Climate Change through Standards*.

As environmental pressures increase and the population ages, more non-traditional sectors of the economy are playing an active role in standardization. As a result, the range and nature of participants who contribute to the system is changing. Successful implementation of the updated CSS 2009-2012 will depend on the inclusion of new partners. SCC's goal is to ensure that new experts are brought under the NSS umbrella. Through communication of the value of standards to new audiences in new sectors, SCC will seek to re-invigorate the existing infrastructure of standards and conformity assessment networks in Canada. Despite these challenges, standards development in Canada remains strong.

Overview of Standards Development in Canada	
<b>National committees</b>	
Number of national technical bodies (technical committees + sub committees, excluding working groups)	1454
<b>National standards</b>	
Total number of standards published at December 31, 2008	3766
Number of standards published in 2008	175
Number of ISO International Standards adopted as national standards at December 31, 2008	1376
<b>Number of standards projects (total)</b>	
Work items for International Standards	870
Work items for national standards	619
<b>Status of national standards</b>	
Voluntary	100%
Mandatory	0%
<b>Source: ISO Members 2009</b>	



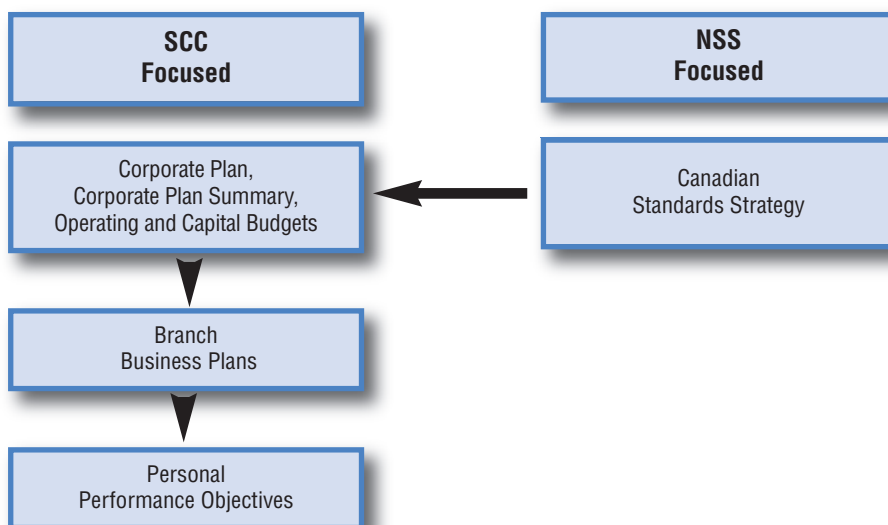
## national standards system



### 2.1.2 SCC Planning

The SCC develops and implements strategic plans for both the SCC and the NSS. SCC's Corporate Plan is internally focused and outlines the planned strategic priorities, activities and initiatives for SCC's programs and services. The vertical integration of business planning and performance management for staff is designed to be results-oriented. While the CSS represents the main planning document for members of the NSS and the Canadian standardization community as a whole, it is also part of SCC's strategic priorities, as coordinator of the National Standards System. The following diagram outlines the relationships between SCC's planning documents.

#### SCC Planning Documents



For more than 25 years, the National Standards System has helped to ensure the safety and performance of products and services.

The Standards Council of Canada (SCC) represents Canada at the world's principal standards organizations: the International Organization for Standardization (ISO) and through the sponsorship of the Canadian National Committee, to the International Electrotechnical Commission (CNC/IEC). SCC's involvement ensures that the Canadian perspective is included in developing international standards and that the views of industry, government and consumer organizations are effectively represented. In the conformity assessment area, SCC represents Canada at international accreditation forums such as: the International Laboratory Accreditation Cooperation (ILAC) and the International Accreditation Forum (IAF).

SCC's activities focus on the health, safety and well-being of all Canadians:

- Protect the integrity of Canada's National Standards System (NSS) through partnerships and oversight.
- Operate accreditation programs and provide standardization information and resources to the public.
- Participate in standards development and accreditation activities for the benefit of Canadians including representing Canada at international standardization bodies.

## 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 of Canada 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.<sup>3</sup>

## 2.3 Structure

### 2.3.1 Governing Council

The Council is appointed by the Governor in Council on the recommendation of the Minister of Industry. Council reports directly to Parliament through the Minister. The Council is comprised of a maximum of 15 members—12 of which are governor-in-council appointees, the remainder is appointed by the provinces, territories and standards development organizations. Council is responsible for setting the strategic direction of the organization, ensuring the fulfillment of SCC's mandate and providing guidance on governance matters. The SCC will hold its first Annual Public Meeting (APM) in the Spring/Summer of 2010 in accordance with the "*Crown Corporation Guidance—Annual Public Meetings and Outreach*". SCC's governing council will discuss the organization's strategic directions and activities as Canada's national standardization body.

This work includes accreditation of standards development and conformity assessment bodies, 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 and relevant strategic plans.

### 2.3.2 Committees of Council

The standing committees of Council include the Audit and Corporate Governance committees which play an important role in supporting governance approaches.

### 2.3.3 Advisory Committees

SCC advisory committees ensure that Council has access to a wide variety of advice, information and viewpoints. 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*.

<sup>3</sup> Subsection 4 (1), *Standards Council of Canada Act*, R.S.C. 1970. c/41 1st Supp.), amended 1996, c. 24.

## 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 is organized into five branches, led by SCC's Executive Director.

### 2.4.1 Standards

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 pivotal voluntary standardization bodies—and participation in regional standards organizations. When applicable, 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 program incorporates the World Trade Organization (WTO)'s Technical Barriers to Trade (TBT) Agreement requirements and is supplemented by international and national best practices.

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 and that the development process has met SCC 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. SCC is a member of several international and regional organizations that have developed agreements to ensure international acceptance of accreditation results, including the International Accreditation Forum (IAF) and the International Laboratory Accreditation Cooperation (ILAC). Establishing reciprocal recognition of SCC accreditation helps Canadian exporters to use a single test, certification and inspection to gain market access anywhere in the world. The SCC accredits:

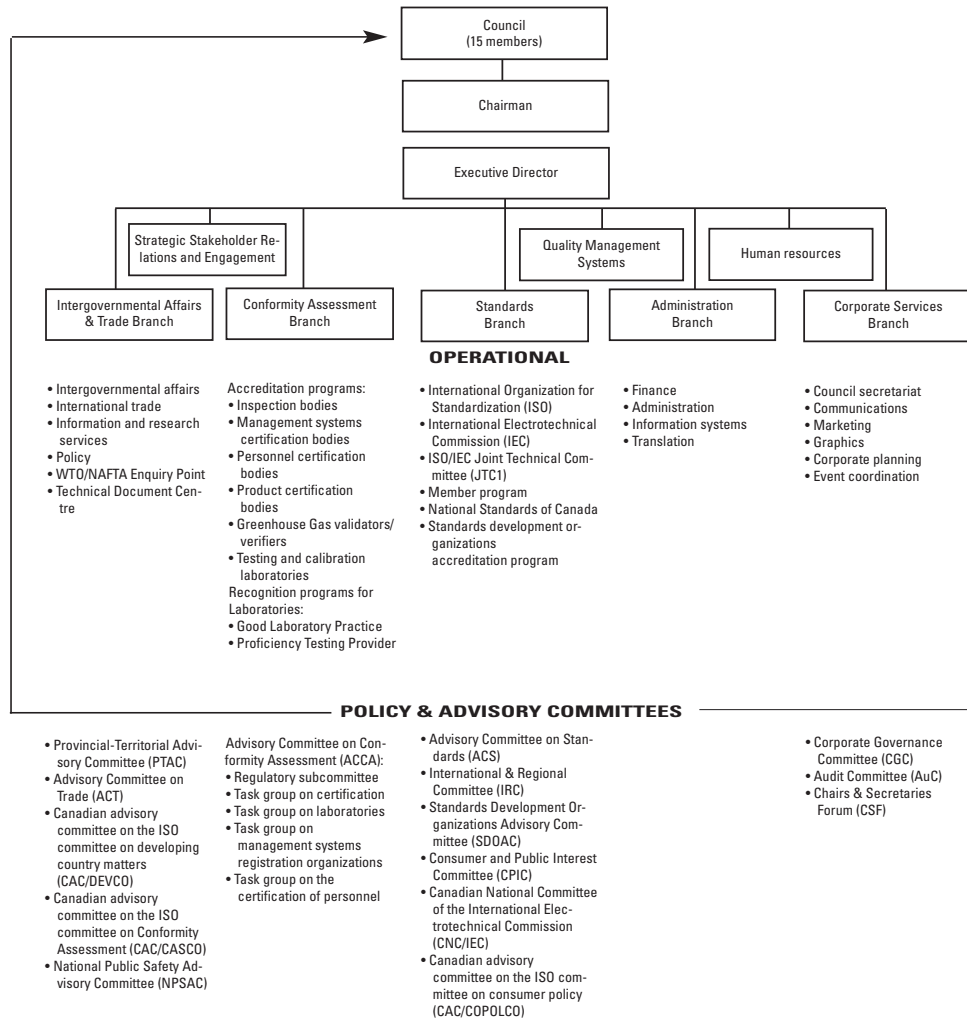
- product certification bodies;
- calibration and testing laboratories;
- management system certification bodies;
- inspection bodies;
- personnel certification bodies; and
- greenhouse gas validation/verification bodies.

SCC is a world leader in standardization forums. Canadian leadership and participation in ISO and IEC committees is vital to national competitiveness.

National Standards of Canada ensure a link to public policy objectives including the health, safety and welfare of workers and assisting and protecting consumers.

SCC influence and Canadian participation at international standardization forums is an important trade strategy for Canada.

## Corporate, Council and Committee Structure



### 2.4.3 Intergovernmental Affairs and Trade

SCC advises and collaborates with 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 practices 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 Points.

## 2.5 Products and Services

SCC's corporate web site ([www.scc.ca](http://www.scc.ca)) is the primary channel used to deliver information about standardization, SCC program developments and related current news and events. As standards experts and providers of accreditation solutions all of SCC's products and services are accessible through SCC's corporate web site including:

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

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. SCC operates this service under contract with Foreign Affairs and International Trade Canada (DFAIT).

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

**Export Alert!** is an automated e-mail notification service that helps exporters keep abreast of regulatory changes in global markets, before they become law. Export Alert! has generated much interest among WTO member countries as a system for disseminating WTO notifications to a country's domestic stakeholders. Several countries have signed hosting arrangements with the SCC for the delivery of Export Alert! in their respective countries.

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

**Standards Alert!** is an automated e-mail notification service that informs subscribers of changes to Canadian and international standards.

SCC's **Information and Research Service** offers bilingual custom research services, including personalized information on a growing range of standards, legislation, and certification issues in world markets.

**Technical Document Centre** is SCC's on-site technical library. It houses a comprehensive standards collection and a number of standards databases and bibliographic references.

The SCC has also recently piloted a **training course** for federal regulators on the benefits of standards and conformity assessment solutions. In 2010, similar courses will be provided and consideration will be given to extending the scope to the topic of WTO-TBT and delivery of courses to provincial and territorial governments.

## 2.6 Quality Management System (QMS)

As part of SCC's commitment to continual improvement, SCC provides support for its major programs and services, and corporate functions through a Quality Management System (QMS). This system provides confidence to stakeholders, both internal and external. Key functions are covered by the system and are clearly identified within the system's documents with program related service descriptions, procedures and instructions. These documents also act as an important tool for training of new staff.

SiteScape allows participants of the National Standards System to provide input on standardization matters from anywhere in the world, anytime.

SCC ensures access to the most up-to-date standards and conformity assessment information for Canadian governments, businesses and consumers.

SCC takes direction for its quality management system (QMS) from ISO 9001:2000. SCC's senior management is committed to managing the organization in a systematic and visible manner, providing value and stability.

Canadian volunteers on standards development and conformity assessment committees help determine Canada's official position at various international bodies—there are over 2,500 of them.

Standards and conformity assessment practices ensure that human health is protected with proper handling, packaging and labeling.

## 2.7 SCC'S Member Program

The Standards Council of Canada is responsible for overseeing the National Standards System (NSS) in Canada. In support of this function, the SCC coordinates the activities of individuals and organizations that participate in international and regional standards development committees. These volunteers 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. The value of their work therefore is critical to Canada's competitiveness. Individual participants and the organizations that support their work are of vital importance to the NSS and the SCC. SCC's Member Program provides support in terms of recruitment, training and recognition of committee membership. The SCC's committee membership consists of approximately 2,500 individuals.

## 2.8 Federal Government Policy Priorities and their link to SCC Activities

SCC's strategic priorities directly support the Government of Canada's economic stimulus plan as well as its long-term priorities. As outlined in the Speech from the Throne on January 26, 2009, the Government of Canada is acting to support Canadian industries through new investment in infrastructure. The Government's economic stimulus plan can leverage standards and conformity assessment practices to their advantage and bring increased value to Canadians. SCC's work is also closely tied to the Government's long-term priorities including developing a clean energy economy, expanding international trade, improving food and product safety regulation and strengthening Canada's economic union.

### Improving Food and Product Safety Regulation

Improving food and product safety regulation is a priority area for the SCC. Through its agreements with the Canadian Food Inspection Agency (CFIA), SCC is able to contribute significantly to food regulation. One such agreement allows non-CFIA labs to carry out food testing if they are accredited under the Program for the Accreditation of Laboratories/Canada (PALCAN) in the program specialty area for agriculture and food products (PSA-AFP). Also, CFIA has recognized SCC's organic product certification body program under Canada's new organic product regulations.

In terms of improving product safety regulation, SCC is working with its counterparts at Health Canada to establish a regulatory regime involving testing by accredited laboratories. This is part of SCC's support for the Canada Consumer Product Safety Act (CCPSA). Through SCC's Consumer and Public Interest Committee (CPIC), a consumer product safety task force has been established to address issues related to the safety of certified and non-certified consumer products. In 2010-2011, SCC will be increasingly involved in standardization activities with the new CCPSA.

## Expanding International Trade

Canada's prosperity depends on international trade facilitated by standards and harmonized conformity assessment programs. SCC's technical and coordinating support for the *Canada-European-Union: Comprehensive Economic and Trade Agreement (CETA)* will help increase market penetration with Canada's second most important trading and investment partner.<sup>4</sup>

SCC's participation in the WTO Committee which oversees the Agreement on Technical Barriers to Trade (TBT) assists in expanding international trade. Signatories to the TBT Agreement agree to ensure that regulations, standards, testing and certification procedures do not create unnecessary obstacles to trade. Standards and harmonized conformity assessment practices underpin Canada's global trade priorities, are a pre-requisite for Canada to expand international trade, and are an element of many free trade agreements (FTAs). Other, current SCC contributions in expanding international trade include support of the Panama, Jordan, Colombia and Peru FTAs.

## Stimulating the Economy

Standards and conformity assessment practices are excellent vehicles to help stimulate the Canadian economy. The 2007 SCC-commissioned Conference Board study on the economic value of standardization demonstrates the role standardization plays in enhancing labour productivity and economic growth. The qualitative component of the study also identifies other economic benefits of standardization including improving compatibility, enabling of economies of scale, facilitating international trade, and promoting innovation.

There is also a tremendous opportunity for Canadian small and medium-sized businesses, in particular, to include standards and conformity assessment applications in their overall business innovation strategy to provide them with a competitive edge. Government's efforts to stimulate Canada's economy through support for standardization will assist new businesses to use standardization in their business strategies. New businesses develop new products that will eventually lead to enhanced employment opportunities for Canadians. This will help drive recovery and stimulate growth. In an innovation-driven and highly competitive economy, companies increase sales and employ more people when their products and services meet or exceed international standards.

## Developing a Clean Energy Economy

Standards and conformity assessment practices can offer solutions to help develop a clean energy economy. SCC's accreditation program for assessing the competency of organizations validating and verifying greenhouse gas (GHG) emissions is one such solution. The SCC and Environment Canada are currently exploring how this program may support the Government of Canada's greenhouse gas regulatory and offset system programs. Support for this priority is evident in other work of the SCC. For example, SCC is acting as an advisor to Environment Canada regarding national and international environmental technology verification. This is part of Environment Canada's agreement with the United States Environmental Protection Agency (EPA), the European Commission and other members (China, Japan, and Korea). SCC's accreditation programs will support the development of a Canadian framework for environmental performance verification of new technologies.

Standards satisfy trade requirements through international government trade agreements such as the WTO, which harmonize trade practices and ensure the safety and quality of products and services.

Standards are a key component of Canadians' economic and social well-being— they provide business and industry with key building blocks to success and facilitate the flow of goods and services, both nationally and internationally.

Standards Council of Canada's Greenhouse Gas Accreditation Program complements Canada's Offset System for Greenhouse Gases.

<sup>4</sup> <http://www.international.gc.ca/trade-agreements-accords-commerciaux/assessments/pdfs/EU-Canada.JointStudy-en.pdf>

Standardization improves responsiveness of regulators to public concerns, simplifies legislative work and lowers cost to government of developing and enforcing regulations—and strengthens Canada's economic union.

## Strengthening Canada's economic union

SCC plays a critical role in strengthening Canada's economic union by ensuring that Canada's National Standards System delivers maximum value for Canadians. Standards and conformity assessment solutions can provide viable, cost-effective alternatives to otherwise onerous regulatory processes thereby reducing barriers to trade nationally. Cost-savings are achieved by governments when they can adopt existing voluntary standards and do not have to develop new regulatory regimes. In addition, cost-savings can be achieved and benefit small and medium sized businesses when standardization-solutions are applied for reasons of continuous improvement or economies of scale.<sup>5</sup> Trade within Canadian provinces and territories is facilitated through standardization efforts in support of the Agreement on Internal Trade (AIT). Overall, SCC's objectives are aligned with key government priorities including the economy, health and safety, trade and the environment. All provide a unique opportunity for application of standardization-based solutions which are less expensive to develop and maintain than having multiple overlapping legislation and regulations. This strengthens Canada's economic union and improves Canada's competitiveness and productivity.

<sup>5</sup> The Conference Board of Canada, Economic Value of Standardization. (Ottawa: Standards Council of Canada, 2007), p. 18



# 3. Operating Environment

## 3.1 Strategic Issues

During the strategic planning sessions held in April, 2009 SCC's management and governing 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.

### 3.1.1 Increased Demand

The growing recognition that standardization practices are important to national competitiveness has resulted in increased demand for SCC services, programs and expertise. In just under ten years, demand for SCC accreditation services has grown by 21% (April 1, 2001 to March 31, 2009). SCC's programs and services directly provide solutions for consumers, industry and government by: helping save time and money; increasing public confidence in health, and safety issues; reducing overlap and duplication; providing alternatives to resource intensive regulatory processes; and easing trade barriers. Domestically, SCC's standardization solutions help Canadian business and governments. Improving efficiencies in healthcare, offering solution-based accreditation services and supporting the *Cabinet Directive on Streamlining Regulation (CDSR)* as well as the *Agreement on Internal Trade (AIT)* are just some of the ways SCC helps. Internationally, standards and harmonized conformity assessment practices underpin Canada's global trade priorities and are a pre-requisite for Canada to compete effectively in the international marketplace.

### 3.1.2 Resources

As described above, the demand for SCC's programs and services has been increasing. With its current level of resources, SCC is finding it increasingly difficult to effectively support current and emerging governmental priorities and deliver on its mandate and its strategic objectives. SCC is now in a situation of deficit financing to deliver its essential programs and services. Through the development of a business case which demonstrates additional resource requirements and through new accreditation programs, and other sources of funding such as royalties from standards sales, WTO/NAFTA enquiry point and fee-for-service contracts, SCC will endeavour to increase revenue through sources of revenue other than government appropriation.

### 3.1.3 Product Safety

The use of counterfeit certification marks on unsafe products can weaken the National Standards System. SCC, in partnership with its stakeholders, is working to promote the development of anti-counterfeiting standards, to identify market-surveillance tools and identify other ways to reassure Canadians that it is monitoring counterfeiting. Counterfeiting is a serious problem that is costing the Canadian economy billions of dollars. It is a worldwide problem estimated to be US \$600 billion per year, according to the International Chamber of Commerce (ICC).<sup>6</sup>

Standards and conformity assessment solutions provide consumers with the confidence that the products, systems and services they purchase and use are safe and efficient.

Standards are important tools in the fight against counterfeiting: "An ISO International Standard would increase market transparency regarding the reliability and robustness of authentication tools. It would help businesses to make an informed choice when selecting the best tools for establishing the authenticity of a product. The standard would also help vendors of anti-counterfeiting systems, whether simple or complex, to improve the solutions they offer."<sup>7</sup>

<sup>6</sup> ICC, Business Action to Stop Counterfeiting and Piracy, <http://www.iccwbo.org/id2249/index.html>  
<sup>7</sup> <http://www.iso.org/iso/pressrelease.htm?refid=Ref1215>

Since 2001, growth in international standards committees has increased by 63%; conversely SCC has increased participation in technical committees by only 19%. Through increased resources, SCC and Canada will be able to have a greater impact on international standards development in areas that matter most to Canada.

The Standards Council of Canada manages about 500 Canadian technical committees that participate in the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC). The technical committees form a major component of Canada's ability to participate in and influence the development of international standards.

Many of these counterfeit products risk the health and safety of consumers. Counterfeiting can hinder the ability of Canadian business to export their products globally and it also diminishes Canada's international reputation for quality goods and services. The SCC has provided a written submission endorsing new product safety legislation which is expected to significantly impact on the sale, marketing and distribution of counterfeit products. The SCC is also currently working with the Government of Canada to research conformity assessment options for a new system should the Bill pass into law.

### 3.1.4 Demonstrating the Value of Standards and Conformity Assessment

The value of standards and conformity assessment programs and services is more important to Canada than ever before. As more stakeholders realize the benefits of standardization in relation to Canada's competitiveness and future prosperity, the demand for standards and conformity assessment will only intensify. New standards and conformity assessment processes are being developed and applied to keep pace with technological advances such as nanotechnologies, biometrics, and greenhouse gas management and related activities. They are more evident in a broad range of health, safety and environmental issues. Canada's standardization system will need to adapt to these changing conditions. In addition, it will need to ensure its place at international standardization forums to ensure Canadian interests and technologies are more widely accepted worldwide.

### 3.1.5 Awareness in Canada

SCC will focus on promoting the value of standards and conformity assessment programs and services not only to existing NSS partners but also to new ones including executives from both the private and public sector, the academic community and small and medium sized businesses. Not enough Canadian businesses and emerging industries know about the value and importance of standards and conformity assessment programs and services to Canada. In particular, many do not realize the value of a strong Canadian voice in international standards development as a means of meeting consumer concerns and barriers to trade. Outreach efforts to industry about the opportunities provided by standards development and conformity assessment activity at the national and international levels will be an important strategy for the SCC in 2010. SCC will target specific federal government departments, provincial ministries and industry associations to form partnerships as well as promote increased use and involvement in standardization-related activities.

### 3.1.6 Strengthening National Partnerships

Canada's collective voice at international standardization forums is important to national competitiveness. As the leader of our National Standards System (NSS), SCC needs to strengthen its national partnerships to be more effective internationally. Domestically, standards and conformity assessment programs and services offer low risk and cost-efficient solutions for governments to address Canadian public policy issues. SCC needs to strengthen its relationship with the four SCC-accredited standards development organizations (SDOs). SCC, for example, will be working with the SDOs to develop a national recruitment strategy in 2010. Emerging standardization issues that benefit Canadians can then be addressed in a more coordinated fashion to better serve Canadian governments, industries, including small and medium sized businesses, and consumers.

### 3.1.7 International Technical Participation

Inclusion of the Canadian perspective in international standards assures Canadian business and industry that their products and services will meet international requirements when exporting. Conversely, it assures the Canadian public that imported products will meet their needs as well. Increasing the recognition of the value of standardization within industry will help Canada to effectively increase its participation on technical committees that are of strategic interest to Canada. While the global recession appears to be recovering, industry funding from traditional sectors of the economy has declined for international technical participation. It is estimated that a decade ago, SCC managed some 3,500 volunteers in international standards development. SCC now manages a pool of 2,500 volunteers. Leveraging participation from the private sector is needed for increased financial support.

As some industry sectors consolidate and move their head offices outside Canada (e.g. steel, nickel, aluminum), they increasingly limit support for Canadian technical experts, with the result that experts from other countries are determining the international standards that Canadians will then have to abide by. Canadian expertise at the international standards table will allow our companies to participate alongside large, global players, and lead to increased opportunities for Canadian manufacturers, greater acceptability of Canadian products and more jobs for Canadians. Furthermore, through international participation on standards and conformity assessment committees, Canada's interests will be better reflected in resulting standards and conformity assessment practices.

### 3.1.8 Human Resources

SCC's programs and services require a staff complement of technical and knowledge-based positions. This requirement only increases as international activities move into such diverse and highly specialized fields as nanotechnology and solid bio-fuels. Although SCC has developed a succession plan, SCC faces similar challenges to that of other organizations in recruiting for highly technical positions. Continual investment is needed to support its human resources requirements. Annually, SCC sets aside 1.5 per cent of its salary budget for SCC staff training needs.

## 3.2 Strategic Risks

SCC's enterprise risk management assessment (ERMA) integrates corporate and operational risks. Overall, SCC's mitigation strategies are integrated in its policies, programs, planning processes and quality management system. SCC continued to develop its process for managing risk in 2009-2010. SCC formalized a risk analysis component at the annual strategic planning session and developed a reporting mechanism for its audit committee. SCC's process for managing risk is based on the ISO standard for risk management, ISO 31000. The following chart summarizes SCC's key risks and includes a risk rating.

### 3.2.1 SCC Risk Profile

Risk	Risk Rating 2008	Risk Rating 2009	Risk Trend	Key Mitigation Activity
<b>Financial Resources:</b> SCC faces a gap between current demands and available sources of funding. SCC risks not being able to deliver on all its programs and services as stipulated in its mandate.	●	●	—	Refine business case to demonstrate the extent to which SCC's mandate is not matched by its current resource allocation.
<b>Conformity Assessment:</b> Conformity Assessment (CA) Program is at risk of losing its competitive position to other accreditors in the marketplace notably, to those that are U.S. based.	●	●	—	Focus on growth opportunities while strengthening the service quality of SCC's accreditation programs.
<b>International Technical Participation:</b> The ability to sustain effective volunteer member representation within the Canadian standards system puts at risk Canada's ability to influence international standards.	●	●	↑	Develop national recruitment strategy.
<b>Human Resources:</b> SCC is at risk of not being able to adequately address its human resource requirements, should it not offer a competitive work and balanced work environment.	■	■	↑	Implement fully talent management program and focus on succession planning.
<b>Corporate Reputation:</b> SCC has a strong reputation to maintain. SCC, however, recognizes that its corporate reputation is subject to some degree of risk in all its communications or dealings with stakeholders nationally and internationally.	■	▲	↓	Monitor controversial issues (e.g. public health and safety) and prepare appropriate strategies to address these issues and ensure effective governance structure in place.
<b>Strategic Focus:</b> Given the broad nature of SCC's mandate, SCC is at risk of becoming reactive as opposed to proactive and therefore, not strategic.	■	▲	↓	Establish well-defined strategic direction and measurable goals and objectives.
<b>Legal:</b> SCC is at risk for legal action should it not meet specific requirements for any of its programs and services.	●	■	↓	Judiciously develop SCC programs and services to the highest degree of standards.
<b>Corporate Governance:</b> SCC has strong governance practices, however, ineffective governance could impede SCC's positive reputation, credibility and public trust.	■	■	—	Employ current best practices in governance and constantly review to ensure SCC is up-to-date.
<b>Information Technology:</b> <ul style="list-style-type: none"> <li>System Availability: User, client and other stakeholders' inability to access key IT systems could have a negative impact on business continuity and organizational effectiveness.</li> <li>Security breaches: Inappropriate internal access privileges or unintentional use of systems may lead to unauthorized entry, and/or data integrity issues</li> </ul>	■	■	—	Continue to update contingency plan for business continuity and disaster recovery and IT security policy.

LEGEND

	Risk Rating	Risk Trend
●	High	↑ Increasing
■	Medium	↓ Decreasing
▲	Low	— No change

Risk Rating=Impact x Probability

## 4. SCC Strategic Priorities and Planned Key Initiatives and activities – FY 2010-2011

SCC's strategic priorities address the critical issues facing the organization and are representative of the current environment in which it operates.

### 4.1 Strategic Priority 1:

#### Protect the Integrity of the National Standards System

Canada, in the last few years, has witnessed a growing presence of products which are unsafe and that have gained access to Canada through the application and use of counterfeit certification marks. This trend undermines the work of the National Standards System (NSS) which endeavours to protect the interests of consumers and businesses. To mitigate this threat, SCC has stepped up its involvement in anti-counterfeiting and product safety programs. Through partnerships with both private and public stakeholders, SCC is taking an active role in raising awareness of counterfeiting issues and educating consumers on the role standardization can play in combating this worldwide problem.

As overseer of the CSS, SCC is implicated in a number of initiatives related to anti-counterfeiting and product safety issues. For this fiscal year, SCC will be active in two initiatives from the CSS implementation plan that pertain to this matter. This includes identifying tools within standardization to assist with post-market surveillance and developing a Canadian response strategy to combat counterfeiting. SCC will work closely with the identified partners from within the NSS to ensure these deliverables are met.

Another area where the SCC is working hard to protect the integrity of the NSS is in ensuring that Canadians have confidence in the certified products they use. SCC's conformity assessment branch is providing this assurance. To support Health Canada's new *Canada Consumer Product Safety Act* (CCPSA), SCC's conformity assessment branch is expected to further extend its laboratory accreditation program to include testing for products covered under the Act.

This strategic priority is aligned directly with the SCC Act:

- Benefit the health, safety and welfare of workers and the public; and
- Assist and protect consumers in relation to standardization.

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

- Examine the guidance and tools available within the standards system to assist with post-market surveillance, and provide recommendations for the development of additional resources;
- Explore opportunities for conformity assessment programs to support the Canada Consumer Product Safety Act (CCPSA);
- Contribute to the Canadian Anti-Counterfeiting Network (CACN);
- Work with key federal and provincial departments to develop a Canadian Response Strategy to combat counterfeiting and promote conformity assessment programs that may assist with this issue;
- Strengthen key relationships within the NSS; and
- Oversee implementation of year two of CSS key initiatives.

## 4.2 Strategic Priority 2:

### Achieve international standards conducive to Canada's interests

Canada's ability to influence others to adopt positions on standards conducive to Canada's interest is an important trade strategy. SCC's participation on international and regional standards and conformity assessment bodies provides a competitive advantage for Canada. At the same time, this work is vital to ensuring that international standardization practices best serve Canadians interests and that SCC programs continue to reflect international requirements. With fewer barriers to international trade and rapid technological change, Canada's place at standardization tables is increasingly vital to national competitiveness.

Canadian viewpoints in emerging technologies, such as nanotechnology, marine energy, etc., must be integrated into international standards to ensure Canada's future technological prosperity. The impact of not being at the tables is felt by Canadian industry, especially small and medium sized businesses (SMEs). A lack of influence translates to lost markets for Canadian manufacturers.

Canadian leadership on ISO, IEC and other standardization technical committees continues to be strong. SCC's support of technical participation ensures Canada's profile and impact internationally and regionally is maximized. Additionally, strong Canadian technical participation attracts the increased interest of government and industry executives to standards work. SCC's goal is to seek increased technical level positions at ISO and IEC and other standards and conformity assessment bodies.

SCC also represents Canada in several international and regional conformity assessment bodies, including International Accreditation Forum (IAF), ISO Committee on Conformity Assessment (CASCO), Pacific Accreditation Cooperation (PAC), InterAmerican Accreditation Cooperation (IAAC), International Laboratory Accreditation Cooperation (ILAC) and Asia Pacific Laboratory Accreditation Cooperation (APLAC). Participation on these forums advances Canadian interests and facilitates market access for Canadian products and services.

SCC is recognized as a world leader in standardization training and has a reputation of which Canada should be proud. SCC is committed to building relationships with developing countries and sharing its technical know-how in standardization. SCC, each year, provides training to countries to help bridge the technical gaps that allow them to fully participate in international standardization work and global trade. SCC's partnerships with other private and public sector organizations involved in economic and social development initiatives helps build standardization infrastructure in developing countries around the world.

This strategic priority is aligned directly with the SCC Act:

- Representing Canada as the Canadian member of ISO and IEC and other similar organizations;
- Ensuring effective Canadian technical participation in ISO and IEC and other similar organizations; and
- Promoting cooperation and entering into arrangements with other countries for the exchange of information and cooperation in standardization related-matters.

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

- Strategically participate in international and regional standards development and conformity assessment bodies such as ISO, IEC, International Accreditation Forum (IAF), Pan American Standards Commission (COPANT), Pacific Area Standards Congress (PASC), Pacific Accreditation Cooperation (PAC), International Laboratory Accreditation Cooperation (ILAC), InterAmerican Accreditation Forum (IAAC) and Asia Pacific Laboratory Accreditation Cooperation (APLAC);
- Strengthen global accreditation networks: maintain strategic leadership positions where possible; maintain mutual recognition agreement (MRA) status for SCC accreditation programs; complete peer evaluations for all major accreditation programs, and conduct peer assessments of other accreditation programs; and
- Provide training in the operation of the WTO/Enquiry Point and standards information service to at least one developing country.

### 4.3 Strategic Priority 3:

#### Increase revenues in selected programs and services

Additional revenues are needed to ensure effective delivery of essential programs and services. Demands for SCC programs and services have multiplied in recent years as a result of the increased pace of standards development, the marketplace demand for broader accreditation services and the number of regional and international forums requiring Canadian representation.

Additionally, demand for SCC expertise in public policy initiatives and trade agreements have also put additional resource pressure on SCC. To meet this pace of demand, SCC has significantly developed its conformity assessment operation resulting in increased revenue, from zero in 1981 to \$6.0 million in 2009 and streamlined delivery of programs and services. SCC's key revenue sources, aside from parliamentary appropriation, are its accreditation programs and royalties from the sale of standards. SCC's conformity assessment programs are almost self-sufficient and function on a cost recovery basis.

SCC projects an overall cost recovery of 91% for its conformity assessment programs and is forecasting a 2% increase in accreditation revenue to \$6.1 million from \$6.0. Projections indicate that accreditation revenues are expected to taper off over the next few years due to recent economic challenges for Canadian business, maturing accreditation market sectors and increasing globalization pressures.

To propel growth and respond to these resource pressures, SCC has aggressively pursued business opportunities in new sectors and sought to increase collaboration with federal and provincial partners. This has resulted in the implementation of new accreditation programs or extensions of existing ones. The full list of these is outlined in the balanced scorecard in the next section. Some may be completed in 2010-2011 or may continue through development stages to be implemented in future years. Examples of recent partnerships include SCC's MOU with Health Canada pertaining to the certification of radon technologists and good laboratory practice (GLP) for pharmaceuticals and biologics and an MOU with Environment Canada for an Environmental Technology Verification program. These programs are expected to bring additional revenue.

SCC also continues to explore other areas of revenue generation from new agreements for hosting Export Alert! and courses on standardization to be delivered to key stakeholders including federal government departments and agencies and others.

This strategic priority is aligned directly with the SCC Act:

- Provide for additional conformity assessment services and arrange for that need to be satisfied.

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

- Pursue new business opportunities in conformity assessment including:
  - full implementation of the greenhouse gas program;
  - extension of the product certification body and laboratory accreditation program (mercury content in compact fluorescent lamps);
  - extension of the personnel certification program (radon technologists);
  - extension of the inspection body accreditation program (commercial and industrial gas appliances, electromedical equipment);
  - extension of the management system accreditation program (manufacture and distribution of natural health products); and
  - extension of the Good Laboratory Practice (GLP) (pharmaceuticals, biologics and radiopharmaceuticals).

- Reach client and revenue projections for SCC's accreditation programs;
- Develop a conformity assessment management system to assist with improving efficiencies within programs and branch-wide procedures;
- Negotiate a new agreement for hosting Export Alert! for at least one developing country;
- Develop course material for a pilot on WTO-TBT;
- Deliver WTO-TBT courses on standardization to regulators; and

#### 4.4 Strategic Priority 4:

##### Increase recognition of SCC's role among key stakeholder groups

The success of the SCC hinges upon strong stakeholder engagement. SCC's key stakeholders (industry including small and medium sized businesses, government, consumer organizations and academia) work collaboratively to ensure that Canada remains at the forefront of awareness, technology, trade and best practices in standardization.

Through increased recognition of SCC's role among stakeholders, SCC will be able to address challenges it faces on a number of fronts. With a stronger focus on relationship-building and outreach, SCC with its partners within the NSS, will be better able to address areas in need of attention within the system. This collaborative approach will improve SCC's response to increasing demands of the marketplace and provide for a more coordinated standardization system in Canada.

Plans to outreach to potential participants are expected to result in increased funding and participation in international standards development and conformity assessment activities.

Increased recognition of SCC's role and value of standardization will require consistent messaging supported by empirical data to best communicate the importance of participation in and use of the system.

As Canada's national standardization body and a Crown corporation, the SCC maintains a strong relationship with the Government of Canada (its primary stakeholder) in areas of mutual interest. In addition to SCC's support of public policy issues in areas such as health and the environment, SCC in 2010-2011 will provide significant support to the Government of Canada with respect to European-Union trade negotiations.

This strategic priority is aligned directly with the SCC Act:

- Promoting the participation of Canadians and public-private sector cooperation;
- Advancing the national economy; and
- Facilitating domestic and international trade and further international cooperation in relation to standardization.

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

- Provide support for the Canada-European-Union: Comprehensive Economic and Trade Agreement (CETA) and other Government of Canada initiatives that may arise;
- Increase outreach efforts to targeted priority groups;



- Develop and distribute standardization success stories;
- Make presentations to targeted stakeholders e.g. the Community of Federal Regulators (CFR);
- Develop sector-based marketing-strategies with key stakeholders to encourage the use of standards and accreditation;
- Identify Canadian experts and encourage their participation in international standards development committees;
- Undertake and promote studies and reports such as the “Economic Value of Standardization”;
- Bolster education efforts to federal and provincial governments; and
- Increase understanding of and participation in the NSS by academia.

## 4.5 Strategic Priority 5:

### Enhance organizational effectiveness

SCC’s greatest asset is its human resources and is comprised of a staff complement of technical and knowledge-based positions. SCC’s human resources plan addresses recruitment and selection, orientation, training and succession planning. SCC will continue to invest in its people through training and implementation of its succession plan.

SCC’s focus on enhancing organizational effectiveness has helped it handle increased demands in the last few years. SCC’s strong leadership; highly skilled work force; strong customer focus; good governance; sound financial stewardship; focused strategic planning; and a mature quality management system are all contributing factors to its success. Through efficiencies in these various areas, SCC has enhanced service to Canadians, and grown participation in standardization.

In 2010-2011, SCC’s key initiatives and activities will help foster a corporate culture of organizational excellence. SCC’s employee survey which will be completed by the end of fiscal year 2009 will be an important measure in support of this strategic priority.

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

- Address results from the FY2009-2010 employee satisfaction survey;
- Update SCC’s quality documents to reflect changes in processes;
- Develop and refine key performance indicators;
- Achieve financial management goals;
- Address action items from last customer satisfaction survey; and
- Address recommendations outlined in the 2009 SCC Special Exam Report.

# 5. Measuring Performance

## 5.1 SCC's Balanced Scorecard

SCC measures performance based on the following four perspectives: 1) national; 2) international; 3) client; and 4) organizational. The following diagram outlines key objectives associated with these four perspectives. The tables presented in section 5.2 show how the SCC will measure the success of each of these objectives.

As steward of the NSS, SCC will be responsible for overseeing the implementation of the updated 2009-2012 CSS. It is anticipated that the majority of the CSS initiatives will be led by NSS partners. SCC's involvement in CSS initiatives as they relate to SCC's overall strategy is also noted in section 5.2 of this plan.

### 1. NATIONAL PERSPECTIVE

SCC strives to increase awareness and meet the needs of all of its key stakeholders: industry, government, consumer organizations and academia. Through effective communication and marketing strategies, SCC's objective is to increase national awareness.

### 2. INTERNATIONAL PERSPECTIVE

SCC strives to influence international standards and conformity assessment practices through its Canadian technical-level positions at major standardization bodies. SCC strives to maintain a high-level of Canadian strategic positions at international and regional standardization bodies.

### 3. CLIENT PERSPECTIVE

SCC strives to be client focused in delivery of all programs and services. By providing standardization information and research services, serving as the WTO/NAFTA Enquiry Point and providing accreditation services to its various clients, SCC continually seeks ways to improve service among its various client bases.

### 4. ORGANIZATIONAL PERSPECTIVE

SCC strives to continually improve its organizational effectiveness by leveraging its own quality management system (QMS) and focusing on training and professional development of staff. SCC strives to maintain good financial stewardship and deliver all conformity assessment programs on a cost-recovery basis. SCC manages its programs and services in a financially responsible way within available budgetary envelopes.

## SCC Balanced Scorecard Objectives



## 5.2 SCC's Corporate Scorecard FY 2010-2011

The following tables indicate the key initiatives and activities that SCC will undertake in support of the five strategic priorities. Corresponding expected outcomes and measures are also identified. SCC will provide an update on these key initiatives and activities in next year's Corporate Plan, as well as in SCC's 2010-2011 Annual Report. In addition, corresponding Canadian Standards Strategy goals and objectives are also noted. Where SCC is taking the lead or is directly involved in a CSS initiative, this is indicated adjacent to the item in the column entitled "expected outcome/measurement". The CSS goals and objectives are outlined in Appendix C, and the complete strategy can be found on SCC's website at [www.scc.ca](http://www.scc.ca).

Strategic Priority 1: Protect the integrity of the National Standards System		
Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2010-2011
Promote accreditation to federal and provincial governments	Establish liaisons with key associations and regulators	Established liaisons with key regulators through the promotion of Conformity Assessment activities to relevant forums-30 presentations made.
Participation in product safety and anti-counterfeiting activities (CSS Goal 1, Objective 1.1)	Support public interest issues such as product safety and anti-counterfeiting	<p>Demonstrated contribution to the Canadian Anti-Counterfeiting Network (CACN) and representation on its international outreach committee.</p> <p>Proposed conformity assessment programs to support Health Canada's product safety program.</p> <p>As Secretariat for the National Public Safety Committee (NPSAC):</p> <ul style="list-style-type: none"> <li>Facilitated a study on a national approach to product safety in the electrical sector, including results reported and distributed to key stakeholders and regulatory officials.</li> <li>Examined tools within the standards system to assist with post-market surveillance. (CSS Goal 1, Objective 1.1b).</li> <li>Developed in partnership with federal and provincial departments, a Canadian Response Strategy to combat counterfeiting. (CSS Goal 1, Objective 1.1c).</li> </ul>
National Recruitment Strategy (CSS Goal 1, Objective 1.2)	Develop a National Recruitment Strategy	Developed a recruitment strategy in collaboration with Canada's standards development organizations. Report and implemented recommendations. (CSS Goal 1, Objective 1.2, item b)
Implementation of Canadian Standards Strategy (CSS)	Implement with assistance from NSS partners the updated CSS 2009-2012	Agreed initiatives of "Year 2" implemented within specified timelines.

## Strategic Priority 2: Achieve international standards conducive to Canada's interest

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2010-2011
Evaluate and strategically participate in international and regional standards development and accreditation fora (CSS Goal 1, Objective 1.3)	Demonstrate Canadian strategic technical participation on both international and regional standardization bodies	Demonstrated as a regional and international participant in the development of international standards.
Standardization activities with emerging markets	Identify standardization opportunities in emerging economies such as China, India and Brazil	Updated agreement signed with the Standardization Administration of China (SAC) and investigation of opportunities for collaboration in other emerging economies.
Canadian impact on and participation in regional and international standardization organizations	Adoption of Canadian positions accepted	<ol style="list-style-type: none"> <li>1. 80% or more of proposed Canadian policy positions achieved on IAF/PAC/IAAC/APLAC and ISO/CASCO letter ballots.</li> <li>2. Increased cooperation with regional groups and demonstrated progress in implementing IAAC-PAC and PAC-APLAC memorandums of understanding (MOUs).</li> </ol>
Implement new or revised International Accreditation Forum (IAF), InterAmerican Accreditation Cooperation (IAAC), Pacific Accreditation Cooperation (PAC), International Laboratory Accreditation Cooperation (ILAC), Asia Pacific Laboratory Accreditation Cooperation (APLAC), Mutual Recognition Agreements	Successful completion of SCC's peer evaluations by IAF/PAC/IAAC	<ol style="list-style-type: none"> <li>1. Completed IAF/PAC/IAAC peer evaluations for SCC's accreditation programs.</li> <li>2. Maintained multilateral recognition agreements (MLAs) signatory status.</li> </ol>
Ensure all accreditation programs are in line with international standards and guides	SCC to conduct internal audits of all accreditation programs and apply new or revised requirements	Updated procedures to ensure consistency of all SCC accreditation program documentation to international requirements.
Training/Development opportunities for developing countries (CSS Goal 1, Objective 1.5)	Provide training and development assistance to standardization bodies of developing countries in line with trade interests, and regional and international obligations	Provided training in the operation of WTO/Enquiry Point and Standards Information Service to at least one developing country. (CSS Goal 1, Objective 1.3)
Canadian participation and contribution to ISO and IEC (CSS Goal 1, Objective 1.3)	Influence Canadian participation at ISO and IEC	<p>100% voting performance for draft international standard (DIS) and final draft international standard (FDIS) vote.</p> <p>50%+ Canadian participation in work programs of ISO and IEC.</p>
National Standards of Canada (NSCs)	Approve adoptions of ISO/IEC standards as NSCs	70% +of NSCs that are adoptions of ISO and IEC standards.
Strategic participation by Canadians in relevant ISO/IEC committees (CSS Goal 1, Objective 1.3)	Seek opportunities for Canadians on ISO/IEC committees	<p>Targets for 2010 membership on important ISO/IEC committees:</p> <ol style="list-style-type: none"> <li>1. 150 Canadians managing IEC/ISO/JTC1 Committees.</li> <li>2. 70 Canadians elected/appointed to IEC/ISO policy and management committees.</li> </ol>

### Strategic Priority 3: Increase Revenues in selected programs and services

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2010-2011																		
Identify opportunities for application of standards and accreditation solutions	Expand client base in existing accreditation programs	<table> <tr> <td>Laboratory (PALCAN/GLP):</td> <td>335</td> </tr> <tr> <td>Product Certification:</td> <td>35</td> </tr> <tr> <td>Management Systems:</td> <td>20</td> </tr> <tr> <td>Personnel Certification:</td> <td>7</td> </tr> <tr> <td>Inspection Bodies:</td> <td>14</td> </tr> <tr> <td>Greenhouse Gas</td> <td>5</td> </tr> <tr> <td>Medical Laboratories</td> <td>10</td> </tr> <tr> <td>Certified Reference Materials Producers</td> <td>3</td> </tr> <tr> <td><b>Total</b></td> <td><b>419</b></td> </tr> </table>	Laboratory (PALCAN/GLP):	335	Product Certification:	35	Management Systems:	20	Personnel Certification:	7	Inspection Bodies:	14	Greenhouse Gas	5	Medical Laboratories	10	Certified Reference Materials Producers	3	<b>Total</b>	<b>419</b>
	Laboratory (PALCAN/GLP):	335																		
	Product Certification:	35																		
	Management Systems:	20																		
Personnel Certification:	7																			
Inspection Bodies:	14																			
Greenhouse Gas	5																			
Medical Laboratories	10																			
Certified Reference Materials Producers	3																			
<b>Total</b>	<b>419</b>																			
Implement new and extend existing conformity assessment (CA) programs	<p>1. Expanded current accreditation programs into the following areas (implementation may occur over two-year time frame):</p> <ul style="list-style-type: none"> <li>Inspection body accreditation program – commercial industrial gas, electro-medical equipment;</li> <li>Laboratory– Certified Reference Materials (CRM), testing for products for Health Canada’s new product safety legislation;</li> <li>Certification Body Accreditation Program– mercury content in compact fluorescent lamps for Environment Canada under Canadian Environmental Protection Act (CEPA);</li> <li>Management System Accreditation Program – to oversee manufacture and distribution of Natural Health Products;</li> <li>Product Certification Body Accreditation Program – radon technologists for Health Canada;</li> <li>Good Laboratory Practice (GLP) program - pharmaceuticals, biologics and radiopharmaceuticals.</li> </ul> <p>2. Accredited 10 new medical labs under SCC-Ontario Medical Association (OMA), Bureau de normalisation du Québec (BNQ) partnership.</p>																			
Develop accreditation partnerships with federal and provincial governments and other stakeholders	Drafted agreement with Environment Canada for greenhouse gas regulatory program utilizing SCC’s new Canadian greenhouse gas accreditation program.																			
Implement a new CA management system that measures effectiveness of services	Developed CA management system that provides measurable milestones – a two-year project time frame is planned.																			
Seek alternate sources of funding/resources (CSS: Goal 2, Objective 2.2)	Achieve revenue and cost recovery target for the Conformity Assessment Branch	Achieved overall revenues of \$6.0 M and cost recovery of 91%. (direct and indirect)																		
	Promote and investigate opportunities to host Export Alert! Technology for WTO members	Negotiated 1 new agreement for hosting Export Alert! for a developing country.																		
	Grow education program and deliver standardization courses	Delivered up to 5 courses on standardization to targeted stakeholders. Achieved projected revenue of 30k\$.																		



**Strategic Priority 4: Develop increased recognition of SCC’s role among key stakeholder groups (industry, government and consumer organizations)**

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2010-2011
Marketing and outreach initiatives targeted at key SCC stakeholder groups (CSS: Goal 3, Objective 3.1, and 3.3)	Promote SCC and the benefits of standardization to key stakeholders	<ol style="list-style-type: none"> <li>1. Implemented Marketing and Communications Plan for FY 2010-2011 including corresponding government and industry outreach activities.</li> <li>2. Continue to work with partners and stakeholders to develop and distribute standardization success stories e.g. web features and CONSENSUS Magazine.</li> <li>3. Developed sector-based marketing-strategies with key stakeholders to encourage the use of standards and accreditation. (CSS: Goal 3, Objective 3.3, item a)</li> <li>4. Identified Canadian experts and encouraged their participation in international standards development committees. (CSS: Goal 1, Objective 1.3, item b)</li> <li>5. Undertook and promoted studies and reports such as the “Economic Value of Standardization” and identify strategies to follow up on ideas that result. (CSS: Goal 3, Objective 3.4, item d)</li> <li>6. Developed federal government policy statement to communicate the benefits of standardization. (CSS: Goal 3, Objective 3.1, item d)</li> </ol>
Increase visibility of SCC’s accreditation programs with key stakeholders	Liaise with provincial/territorial regulatory advisory councils	<ol style="list-style-type: none"> <li>1. Continued recognition of SCC’s accreditation services by regulators through attendance at all 6 regulatory council meetings.</li> <li>2. Delivered numerous presentations on SCC’s CA program to drive new business and increase awareness.</li> </ol>
Government of Canada Initiatives (CSS, Goal 1, Objective 1.4, 1.5)	Support Canada’s national trade and development priorities with references of standards and conformity assessment	Demonstrated support for the <i>Canada- European-Union: Comprehensive Economic and Trade Agreement (CETA)</i> .
	Inclusion of standards and accreditation components into key government priorities	<ol style="list-style-type: none"> <li>1. Increased promotion of the use of standardization in healthcare as well as other public policy issues such as the environment.</li> <li>2. Provided input on government positions with respect to technical barriers to trade in bilateral free trade agreements (FTAs).</li> </ol>
Academic Community (CSS: Goal 3, Objective 3.4)	Increase understanding of and participation in the NSS by academia	Increased number of license agreements with universities and/or colleges to promote the use of ISO and IEC standards in education by 10%.

## Strategic Priority 5: Enhance organizational effectiveness

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2010-2011
Use of SCC's Quality Management System (QMS)	Continuously improve SCC's quality management system to reflect best practices for all of SCC's programs and services	Refined and updated QMS documents. Conducted QMS audits according to planned schedule.
Human Resources	Allocate approximately 1.5% of salary budget to training for staff	Approximately 1.5% of salary budget spent on staff training.
Financial audit opinion	Achieve an unqualified financial audit opinion	An unqualified audit opinion achieved.
Internal Audit	Conduct Internal Audit	Conducted one internal audit of SCC programs.
Refine performance measures	Develop new indicators to assess effectiveness of mirror committees	Developed additional indicators specifically for performance of mirror committees and effectiveness of the technical committee program. (projected 2-year time frame to complete)
Client Satisfaction	Address action items identified in results of 2009-2010 satisfaction survey	Completed action items from last customer satisfaction survey.
Working group expert management	Achieve single entry process to manage both the SCC and ISO-IEC management system	Implemented working group expert management system to achieve single entry point into the SCC and ISO-IEC management systems.
Auditor General of Canada's (OAG) recommendations from Special Exam	Address OAG's recommendations from Special Exam	Addressed all recommendations outlined in SCC Special Exam report from June 2009. (projected 2-year time frame to complete)
Financial management	Good financial management	Net income within 1.5% of the budget.



# 6. SCC's Performance Against Past Corporate Plan

## 6.1 Introduction

The Corporate Plan for FY 2009-2010 to 2013-2014 identified five 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:

- Strategic Priority 1: Protect the Integrity of the National Standards System (NSS)
- Strategic Priority 2: Strengthen Canada's international and regional participation and influence in standardization
- Strategic Priority 3: Define appropriate program/services and build capacity (increase revenues and participation) in selected programs and services
- Strategic Priority 4: Develop increased recognition of SCC's role among key stakeholder groups (industry, government and consumer organizations)
- Strategic Priority 5: Enhance organizational effectiveness

## 6.2 Highlights of FY 2009-2010 Performance

During FY 2009-2010, SCC made significant progress in implementing the initiatives and activities it described in its previous year's Corporate Plan. Overall, the majority of SCC planned initiatives and activities are on track. The most apparent trend facing the SCC in FY 2009-2010 is the increasing demand for its programs and services. Most notably: 1) SCC's accreditation programs; 2) participation of Canadians in national, regional, and international standardization forums; 3) provision of support for trade agreements and federal and provincial government initiatives; and 4) the promotion of the value and use of standardization to key stakeholders. Highlights of SCC performance up to November 15, 2009 are as follows:

### Strategic Priority 1: Protect the Integrity of the National Standards System (NSS)

In 2009-2010, SCC took several steps to protect the integrity of the National Standards System. SCC enhanced its participation in the Canadian Anti-Counterfeiting Network (CACN) by providing two representatives from SCC's Canadian National Committee, the International Electrotechnical Commission (CNC/IEC). Fighting against product counterfeiting and copyright piracy in Canada and internationally is the aim of this association. SCC's participation will elevate the importance standardization plays in minimizing the threat of counterfeiting.

SCC also raised anti-counterfeiting as a priority for Canadian regulators and other stakeholders by helping to establish ISO's project committee developing anti-counterfeiting tools (ISO/TC 246) and enabling Canadian experts to contribute to future international standards for purpose-built anti-counterfeiting tools (ISO 12931), and fraud countermeasures and controls (ISO/TC 247).

SCC continued to support the Canada Consumer Product Safety Act (CCPSA) through research in support of the new legislation and has provided Health Canada with written endorsement and proposals to support a regulatory regime involving accredited testing labs. The new act is expected to significantly curb the flow of counterfeit goods onto the Canadian market.

SCC fully implemented its product recall database. The database provides information on product recalls from SCC-accredited certification bodies. The database allows consumers and regulators to obtain information on certified products that have been recalled.

## Strategic Priority 2: Strengthen Canada's international and regional participation and influence in standardization

Canada held strong international and regional influence in standards forums in FY 2009-2010. SCC is both a member of the ISO and IEC Councils, as well as the technical management boards. The President of IEC is a Canadian and in September 2009 a Canadian was appointed to the Chair position of the ISO Committee on Consumer Policy (COPOLCO). This is extremely important to Canada's competitiveness and prosperity as ISO and IEC take on topics which are of high societal concern. SCC also held important leadership positions at various international and regional conformity assessment bodies including as Chair of PAC and Vice-Chair of IAAC's product certification sub-committee.

SCC has maintained its target of 50% plus participation of Canadians in ISO and IEC technical committees. As of September 2009, Canadians have been participating in 53.8% of the work programs of ISO and IEC. This represents 492 committees out of a total of 913. Participation benefits Canadian businesses and organizations that use standards—as it ensures that a Canadian perspective has been incorporated into the resulting standard.

Once a standard has been approved internationally, it can be submitted by a standards development organization to the SCC for approval as a National Standard of Canada (NSC). SCC is expected to reach its target of 70% and over of NSCs that are adoptions of ISO and IEC standards.

During 2009-2010 the vast majority of Canadian policy positions have been achieved thus far. It is anticipated that over 80% of proposed Canadian positions to IAF, PAC, IAAC and CASCO will be achieved by the end of the fiscal year. To-date (as of November 2009), 100% of PAC, IAAC, IAF and 86% of CASCO Canadian positions were achieved. This means that the Canadian perspective has been supported in the resulting international standards and policies.

SCC has continued collaboration with the Standardization Administration of China (SAC). A renewal of the SAC-SCC agreement (originally signed in 2005) will be signed in early 2010. The revised agreement is expected to increase cooperation. This supports Canada's emerging market strategy.

SCC also met its goal of providing standardization related input into negotiations of new and existing free trade agreements. In 2009-2010, SCC provided input on the Panama, Jordan, Colombia and Peru free trade agreements, as well as the *Canada-European-Union Comprehensive Economic and Trade Agreement* (CETA). SCC's expertise on technical barriers to trade (TBT) will be important components to these agreements which result in increased prosperity for Canadians.

## Strategic Priority 3: Define appropriate program/services and build capacity (increase revenues and participation) in selected programs and services

SCC began implementing the CSS 2009-2012 and oversaw implementation of year one of the strategy. The focus has been on goal 3 of the CSS: *expand understanding, recognition and use of the National Standards System*. Key messages and outreach have focused on the benefits of standardization in relation to health, safety and economic prosperity.

SCC continued to work towards expanding its accreditation programs. With 375 clients to date, SCC has not yet met its expected target of 396 accredited clients. An increase in the number of accredited clients, however, is expected by the end of the fiscal year.

Enhancements to SCC's member program are planned for this fiscal year and into the next. This includes a member roundtable which is expected to result in increased collaboration among Canada's standards development organizations and a national recruitment strategy for participation in Canada's technical committees. Additionally, development of an orientation package to attract greater interest in international standards development work is planned. This will include training modules for new participants.

## Strategic Priority 4: Develop increased recognition of SCC's role among key stakeholder groups (industry, government and consumer organizations)

SCC continued its outreach efforts to increase its role among key stakeholder groups. This included efforts to encourage increased regulatory usage of standardization including courses offered to federal regulators in the use of standardization and SCC participation in the Community of Federal Regulators (CFR) annual workshop.

SCC is also developing course material for a TBT 101 pilot course for various departments and agencies that make up the CFR. Through its work with PTAC, the SCC is continuing outreach efforts and providing training to provincial and territorial governments.

A strategy, to increase the federal, provincial, territorial and municipal governments' understanding of, participation in and funding for NSS is expected to be complete by end of fiscal year. This strategy will be important for outreach efforts next fiscal and it will be an important tool for promoting the Canadian Standards Strategy.

Outreach to the academic community is increasingly important. Stronger ties with this stakeholder group have been achieved through an 87% increase in the number of license agreements for the use of ISO and IEC standards in universities and colleges.

Through further promotion of the economic value of standardization study, SCC continued to raise awareness about the value of standardization and educated stakeholders on its importance. The results of the study were distributed to ninety-two university libraries and Deans of all business schools in Canada. Increasing awareness of standards and conformity assessment practices among universities and students will assist in attracting a new generation of standardization participants.

SCC has provided input to DFAIT on Mexico's proposal to expand the Regulatory Cooperation Framework to include a North American Memorandum of Understanding (MOU) on regulatory cooperation. SCC has continued to promote standardization as a regulatory instrument to support the Cabinet Directive on Streamlining Regulation (CDSR) through development of a course on use of standards and conformity assessment for regulators.

## Strategic Priority 5: Enhance organizational effectiveness

SCC's organizational effectiveness is tied directly to its greatest asset—its people. SCC is a well-performing organization that pays attention and is interested in the development of its staff. SCC strives to be an employer of choice seeking to attract and keep the best employees.

To ensure the key initiatives and activities set out in this plan were met, SCC focused on cultivating a culture of excellence. Through the implementation of its talent management program and succession plan, SCC continued to invest in its human resources. Through professional development opportunities and development of its quality management system, SCC further advanced this priority.

SCC also continued to enhance organizational effectiveness through improvement of its systems and practices. Strengthening accountability, governance, financial management, performance measurement, risk management and strategic planning were all areas of focus that improved SCC organizational effectiveness in 2009. The Office of the Auditor General of Canada (OAG)'s 2009 – *Special Examination Report* reiterated this point, claiming: "...no significant deficiencies in the systems and practices of the Standards Council of Canada...".

The results of SCC's single corporate-wide survey for all of SCC's client bases were released during this fiscal year. SCC surpassed its satisfaction target of 75 per cent with 77 per cent of clients satisfied overall with SCC's programs and services.

The following tables represent SCC's performance to date against the goals and objectives summarized in SCC's FY 2009-2010 Corporate Plan. The tables serve as a "scorecard" identifying progress made. The performance assessment reflects activity up to November 15, 2009. SCC anticipates achieving the majority of its performance targets.

## 6.3 SCC's Corporate Scorecard FY 2009-2010

Strategic Priority 1: Protect the Integrity of the National Standards System		
Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2009-2010
Action Plan to promote the economic value of standardization (CSS: Goal 3, Objective 3.4)	Increase use of National Standards System (NSS) by all stakeholders	SCC has continued to promote the results of the Economic Value of Standardization study by sharing the results with other economies (e.g. presented at the National Institute for Standards and Technology (NIST) North American Standardization Education Workshop) and to the international standards community at the ISO/IEC Marketing Communications Forum) raising awareness with Canada's academic community (e.g. results distributed to 92 Canadian university libraries and to all university business deans in Canada). ▲
Participation in product safety and anti-counterfeiting activities (CSS: Goal 1, Objective 1.1)	Seek partnerships and examine tools within standardization to address public interest issues	<p>1. SCC supported the national public safety system through a number of initiatives:</p> <ul style="list-style-type: none"> <li>• Provided secretariat support to the National Public Safety Advisory Committee (NPSAC) and served as liaison between NPSAC and the federal government.</li> <li>• Continued to facilitate the NPSAC pilot project to explore and develop a national approach to product safety in the electrical sector. ▲</li> </ul> <p>2. SCC has enhanced its participation in the Canadian Anti-Counterfeiting Network (CACN) by providing 2 representatives from SCC's Canadian National Committee, the International Electrotechnical Commission (CNC/IEC). ▲</p> <p>3. SCC has established a database of product recalls. The database provides information on product recalls from SCC-accredited certification bodies. The database will allow consumers and regulators to obtain information on certified products that have been recalled. ▲</p>
	Increase effectiveness of the National Standards System (NSS) in addressing product safety issues	<p>1. SCC has become a member of the Canadian Anti-Counterfeiting Network. SCC's Conformity Assessment Director is the official SCC representative. ▲</p> <p>2. SCC has continued discussions with Health Canada to develop testing and certification program initiatives to support Health Canada's product safety program. ▲</p>
	Ensure anti-counterfeiting is a priority for Canadian regulators	SCC has raised anti-counterfeiting as a priority for Canadian regulators and other stakeholders by helping to establish ISO's project committee developing anti-counterfeiting tools (ISO/TC 246) and enabling Canadian experts to contribute to future international standards for purpose-built anti-counterfeiting tools (ISO 12931), and fraud countermeasures and controls (ISO/TC 247). ▲
Implementation of Canadian Standards Strategy (CSS)	Implement with assistance from NSS partners the renewed CSS 2009-2012	SCC has devised an implementation plan with champions and partners from the NSS and advanced "year one" of related 2009-2012 CSS items. SCC and Industry Canada jointly released the renewed CSS in June 2009. The official launch took place on October 14, 2009 in conjunction with World Standards Day. ▲

## Strategic Priority 2: Strengthen Canada's international and regional participation and influence in standardization

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2009-2010
Evaluate and strategically participate in international and regional standards development and accreditation bodies (CSS Goal 1, Objective 1.3)	Demonstrate Canadian influence/ impact in shaping policy on both international and regional governance standardization bodies	<p><b>International participation:</b></p> <p><b>Standards</b>            President of International Electrotechnical Commission (IEC)            Member on IEC Council Board            Member on IEC Standardization Management Board            Member on ISO Technical Management Board            Member on ISO/DEVCO Chairman's Advisory Group (CAG)            Chair of ISO/COPOLCO            Member on ISO Council</p> <p><b>Conformity Assessment</b>            Vice-Chair of International Accreditation Forum (IAF) until October 2009            Vice-Chair of IAF Technical Committee until October 2009            Member of Executive Committee of the International Laboratory Accreditation Cooperation (ILAC)            Member of ILAC's Accreditation Requirement Committee</p> <p><b>Regional Participation</b></p> <p><b>Standards</b>            Member of COPANT Board of Directors            Member of Pacific Area Standards Congress (PASC) Executive Committee            Delegate to APEC subcommittee on standards and conformance</p> <p><b>Conformity Assessment</b>            Vice-Chair of IAAC's product certification sub-committee            Chair of Pacific Accreditation Cooperation (PAC)            Chair of the PAC Technical Committee            Member of Board of Management for the Asia Pacific Laboratory Accreditation Cooperation (APLAC)            Member of APLAC's Technical Committee            Member of APLAC's Proficiency Testing Committee ▲</p>
Standardization activities with emerging markets	Identify standardization opportunities in emerging economies such as China, India and Brazil	SCC has continued collaboration with the Standardization Administration of China (SAC). A renewal of the SAC-SCC agreement (originally signed in 2005) will be signed in early 2010. The revised agreement is expected to increase cooperation. The Bureau of Indian Standards joined PASC in 2009 and also was elected to ISO TMB in November 2008. In addition, an agreement has been prepared with the Korean Agency for Technology and Standards (KATS) to cooperate on standards matters and will be signed in late 2009. SCC has also worked with Foreign Affairs and International Trade (DFAIT) and other federal partners to support standardization-related activities as a key element of an emerging market strategy and free trade agreement (FTA) strategies.▲
Canadian impact on and participation in regional and international standardization organizations	Adoption of Canadian positions accepted	<p>1. It is anticipated that over 80% of proposed Canadian positions to IAF, PAC, IAAC and CASCO will be achieved by the end of fiscal year. To-date (as of November 2009), 100% of PAC, IAAC, IAF and 86% of CASCO Canadian positions were achieved. ▲</p> <p>2. Governance level positions in IAF and PAC have been maintained to date. SCC's staff terms as IAF Vice-Chair, and Vice-Chair of the IAF Technical Committee expired October 2009.▲</p>

### Performance legend

▲	Completed successfully or on-track and within budget
■	Partially complete and/or budget variance or variance from expected outcome
●	Postponed or cancelled

## Strategic Priority 2: Strengthen Canada's international and regional participation and influence in standardization

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2009-2010
Implement Cross-Frontier policy	Increase global recognition of accreditation—Promote <i>“one standard, one test, one certification recognized and accepted globally”</i>	<ol style="list-style-type: none"> <li>1. SCC retained its signatory status of all its Mutual Multilateral Recognition Arrangements (MRAs/MLAs). ▲</li> <li>2. SCC has performed 8 audit activities in cooperation with foreign accreditation bodies. SCC is expected to complete 18 by the end of fiscal year. ▲</li> </ol>
Training/Development opportunities for developing countries (CSS Goal 1, Objective 1.5)	Provide training and development assistance to standardization bodies of developing countries in line with trade interests, and regional and international obligations	<p>SCC has continued discussions with Colombia, Peru and the Ukraine regarding technical assistance projects.</p> <p>SCC assisted Malaysia to implement an accreditation scheme for standard development organizations.</p> <p>SCC launched Export Alert! System for Tunisia (May 2009) and Ghana (June 2009). Through recommended initiatives from CAC/DEVCO SCC has provided development assistance to participants from various countries (Botswana, Colombia, Trinidad and Tobago, Peru and Costa Rica, Fiji and Antigua and Barbuda) to participate in a number of ISO and IEC working groups and other standards and conformity assessment groups and events. ▲</p> <p>(CSS Goal 1, Objective 1.3)</p>
Canadian participation and contribution to ISO and IEC (CSS Goal 1, Objective 1.3)	Influence Canadian participation at ISO and IEC	<ol style="list-style-type: none"> <li>1. 100% voting performance is expected to be achieved for draft international standard (DIS) and final draft international standard (FDIS) vote. ▲</li> <li>2. 50%+ Canadian participation in work programs of ISO and IEC is expected to be achieved. As of November 2009, Canadians have been participating in 53.8% of the work programs of ISO and IEC. This represents 492 committees out of a total of 913. ▲</li> </ol>
National Standards of Canada (NSCs)	<ol style="list-style-type: none"> <li>1. Approve adoptions of ISO/IEC standards as NSCs</li> <li>2. Harmonize international technical committees with standards development organization committees (SDOs)</li> </ol>	<ol style="list-style-type: none"> <li>1. 55% of international standards adopted as NSCs. has been achieved as of August 2009. The target of 70% + is expected to be reached by the end of fiscal year. ▲</li> <li>2. 37% of active international technical committees harmonized with SDO committees have been achieved as of August 2009. The target of 40% + is expected to be reached. ▲</li> </ol>
Strategic participation by Canadians in relevant ISO/IEC committees (CSS Goal 1, Objective 1.3)	Seek opportunities for Canadians on ISO/IEC committees	<p>The targets for 2009 membership on important ISO/IEC committees have been reached:</p> <ol style="list-style-type: none"> <li>1. 164 Canadians managing IEC/ISO/JTC1 Committees. ▲</li> <li>2. 85 Canadians elected/appointed to IEC/ISO/JTC1 policy and management committee. ▲</li> </ol>

### Strategic Priority 3: Define appropriate program/services and build capacity (increase revenues and participation) in selected programs/services

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2009-2010																		
Expand Conformity Assessment Accreditation Programs	Expand client base in existing accreditation programs	<table> <tr> <td>Laboratory (PALCAN/GLP):</td> <td>309</td> </tr> <tr> <td>Product Certification bodies:</td> <td>29</td> </tr> <tr> <td>Management Systems certification bodies:</td> <td>19</td> </tr> <tr> <td>Personnel certification bodies:</td> <td>4</td> </tr> <tr> <td>Inspection bodies:</td> <td>12</td> </tr> <tr> <td>Greenhouse gas verification bodies:</td> <td>0</td> </tr> <tr> <td>Medical laboratory:</td> <td>2</td> </tr> <tr> <td>Certified reference materials producers:</td> <td>0</td> </tr> <tr> <td>Total:</td> <td>375</td> </tr> </table> <p>These numbers are as of November 2009. ■</p>	Laboratory (PALCAN/GLP):	309	Product Certification bodies:	29	Management Systems certification bodies:	19	Personnel certification bodies:	4	Inspection bodies:	12	Greenhouse gas verification bodies:	0	Medical laboratory:	2	Certified reference materials producers:	0	Total:	375
	Laboratory (PALCAN/GLP):	309																		
	Product Certification bodies:	29																		
Management Systems certification bodies:	19																			
Personnel certification bodies:	4																			
Inspection bodies:	12																			
Greenhouse gas verification bodies:	0																			
Medical laboratory:	2																			
Certified reference materials producers:	0																			
Total:	375																			
Develop conformity assessment Programs	<p>1. SCC has provided Health Canada with proposals to establish a regulatory regime involving accredited testing labs with the aim of supporting the proposed Canada Consumer Product Safety Act (CCPSA). SCC also conducted research in support of Health Canada's new product safety legislation. ▲</p> <p>2. SCC is supporting Environment Canada in the development of the Environmental Technology Verification (ETV) program. This is a national framework that will be used in an international context. ▲</p>																			
Develop accreditation partnerships with government and other stakeholders	<p>SCC has identified opportunities for the application of standards and accreditation solutions in areas that support federal government priorities e.g.:</p> <ul style="list-style-type: none"> <li>• SCC and Health Canada have signed an agreement for the good regulatory practice program for pharmaceuticals, biologics and radiopharmaceuticals. ▲</li> </ul>																			
Seek alternate sources of funding/resources (CSS: Goal 2, Objective 2.2)	Achieve cost recovery targets set for all conformity assessment programs	Cost recovery targets are expected to be achieved at 94%. ▲																		
	Ensure accreditation programs are competitive and sustain program development and growth	<p>1. A comparison of conformity assessment PALCAN fee structure against major competitors was conducted and presented to governing Council. ▲</p> <p>2. A two-year project has been initiated to streamline the Conformity Assessment Branch's internal management system. SCC is developing an electronic system to better manage its conformity assessment business: known as CAMS. This new system will track workflows and is anticipated to be implemented in 2011. ■</p>																		
	Increase revenues	A funding proposal has been developed and is currently being fine-tuned. SCC continues to explore funding options from a variety of sources. ▲																		
Enhance member program (CSS: Goal 2, Objective 2.1)	Increase SCC's volunteer base	<p>SCC's has improved its member program by addressing its two strategic priorities:</p> <ul style="list-style-type: none"> <li>• A national roundtable on recruitment has been established and will meet by December 2009.</li> <li>• An orientation package for ISO/IEC participants is under development and is expected to be complete in 2010. ▲</li> </ul>																		

#### Performance legend

▲	Completed successfully or on-track and within budget
■	Partially complete and/or budget variance or variance from expected outcome
●	Postponed or cancelled

## Strategic Priority 4: Develop increased recognition of SCC's role among key stakeholder groups (industry, government and consumer organizations)

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2009-2010
Marketing and outreach initiatives targeted at key SCC stakeholder groups (CSS: Goal 3, Objective 3.1, and 3.3)	Increase use of National Standards System (NSS) by Government and increase participation of industry in standards development	<ol style="list-style-type: none"> <li>1. SCC's Marketing and Communications Plan for FY 2009-2010 is expected to be fully implemented. ▲</li> <li>2. A strategy, to increase the federal, provincial, territorial and municipal governments' understanding of, participation in and funding for NSS is expected to be complete by end of fiscal year. This will support the CSS. (CSS: Goal 3, Objective 3.1, Item a) ▲                      SCC has also:                     <ul style="list-style-type: none"> <li>• Continued outreach efforts with government partners to promote opportunities for the application of standards and accreditation solutions (e.g. Health Canada, DFAIT, Industry Canada, Community of Federal Regulators, Canadian International Development Agency (CIDA), Environment Canada and Transport Canada and various provincial regulators).</li> <li>• SCC has begun development of TBT 101 Course which will be offered to other government departments with a focus on standardization.</li> <li>• SCC organized the NPSAC meeting in Saskatoon, Saskatchewan, May 25-26, 2009. SCC also hosted a joint meeting between NPSAC and the Provincial/Territorial Policy Advisory Committee on Codes (PTPACC), on May 26th, 2009.</li> <li>• SCC hosted the 51st meeting of PTAC in Edmonton, Alberta, on September 23rd and 24th, 2009. Other provincial stakeholders were invited to the meeting.</li> <li>• SCC had a kiosk and made a presentation to the CFR in November 2009 ▲</li> </ul> </li> <li>3. SCC has developed standardization success stories and has dedicated the publication of its Magazine, CONSENSUS to World Standards Day and its theme of Tackling Climate Change Through Standards. Eleven stories were published. ▲</li> </ol>
	Raise profile of standardization to SCC stakeholders through hosting of events	<ol style="list-style-type: none"> <li>1. SCC officially hosted the ISO Technical Management Board (Working Group Social Responsibility) in May 2009 in Québec City. Through associated Canadian workshops, group and plenary meetings, SCC increased awareness of standards and accreditation solutions to stakeholders. The Quebec Premier and ministers were in attendance. ▲</li> <li>2. SCC successfully hosted the Standards Leadership Forum in Montreal in August of 2009 (60 participants). This forum is aimed at Canadians holding leadership positions at ISO and IEC technical committees) as well as the Chairs of Canada's mirror committees and standards development organizations' staff. The Secretary General of ISO, the President of IEC and the Vice-President Standards Development of Canadian Standards Association were keynote speakers at the forum. ▲</li> </ol>
Government of Canada Initiatives (CSS, Goal 1, Objective 1.4, 1.5)	Inclusion of standards and accreditation components into key government priorities	<ol style="list-style-type: none"> <li>1. SCC has provided input to DFAIT on Mexico's proposal to expand the Regulatory Cooperation Framework to include a North American Memorandum of Understanding (MOU) on regulatory cooperation. ▲</li> <li>2. SCC has continued to promote standardization as a regulatory instrument to support the Cabinet Directive on Streamlining Regulation (CDSR) through development of a course on use of standards and conformity assessment for regulators. ▲</li> </ol>





**Strategic Priority 4: Develop increased recognition of SCC’s role among key stakeholder groups (industry, government and consumer organizations)**

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2009-2010
		3. SCC continues to work with Advisory Committee on Trade (ACT) and Provincial-Territorial Advisory Committee (PTAC) to identify areas where standards and accreditation solutions can be applied to overcome interprovincial and international barriers to trade. Specifically, ACT has formed a working group to provide DFAIT with input on the TBT chapter of the Canada-European Union Comprehensive Economic and Trade Agreement (CETA). ▲ 4. SCC undertook research for Health Canada in support of the revised Canada Consumer Product Safety Act (CCPSA) and provided a written submission endorsing new product safety legislation. ▲ 5. SCC provided TBT – related input to DFAIT in a number of areas, including the Trade Policy Reviews of World Trade Organization (WTO) countries (the EC, Mozambique, Solomon Islands, New Zealand, Morocco and Guyana) and Asia-Pacific Economic Cooperation (APEC) countries (Papua New Guinea, the Philippines, Russia, and Vietnam), the TBT-chapters of a number of FTAs , including the Panama and Jordan FTAs, as well as the Canada-European Union: Comprehensive Economic and Trade Agreement (CETA). The SCC also contributed as a member of Canada’s Delegation (CanDel) to the TBT and APEC subcommittees on standards and conformance (APEC-SCSC) meetings. The SCC is also providing DFAIT with input on the Canadian position on the 5th Triennial Review of the WTO-TBT committee. ▲
Academic Community (CSS: Goal 3, Objective 3.4)	Greater engagement of academic community in standardization activities	SCC has achieved an 87% increase in the number of license agreements (currently 37 agreements) for the use of ISO and IEC standards in universities and colleges over the same period from last fiscal year (April to mid-August). ▲

<b>Performance legend</b>	
▲	Completed successfully or on-track and within budget
■	Partially complete and/or budget variance or variance from expected outcome
●	Postponed or cancelled

## Strategic Priority 5: Enhance organizational effectiveness

Key Initiative or Activity	Objective	Expected Outcome/Measurement FY 2009-2010
Use of SCC's Quality Management System (QMS)	Continuously improve SCC's quality management system to reflect best practices for all of SCC's programs and services	Twelve scheduled internal audits are expected to be completed for FY 2009-2010. Three have been completed to date. Any non-conformances are expected to be rectified. ▲
Develop further SCC's strategic planning process	Continue to improve alignment of SCC's strategic priorities to its mandate and refine performance measurement tools	SCC has continued to refine its strategic planning process by improving business planning, performance measures and reporting practices. ▲
Develop further SCC's risk management system	Reduce SCC's exposure to risk	SCC's enterprise risk process has been refined and its framework was updated during the annual strategic planning sessions. A reporting mechanism has been developed and is currently being used to manage and monitor SCC's exposure to risk. Relevant QMS documentation has been updated. ▲
Advisory Committee Structure	Improve SCC's advisory committee structure	SCC's governing Council has reviewed and revised its advisory council structure. This is expected to improve committee effectiveness. ▲
Governance practices	Align SCC with Government's Federal Accountability Act	SCC will ensure staff understands the process for disclosing serious wrongdoing in the workplace in accordance with the Public Servants Disclosure Act (PSDA). ▲
Human Resources	Expansion of talent management program	<ol style="list-style-type: none"> <li>1. A succession plan is in place and being implemented. ▲</li> <li>2. Knowledge skills and abilities (KSAs) are being identified for all SCC positions. ▲</li> <li>3. All human resource related information pertinent to the talent management program will be stored electronically. ▲</li> </ol>
	Allocate approximately 1.5% of salary budget to training for staff	1.5% of salary budget spent on staff training is expected to be achieved by end of fiscal year. ▲
Financial audit opinion	Achieve an unqualified financial audit opinion	An unqualified audit opinion is expected to be received. ▲
Special examination	Provide reasonable assurance that SCC's assets are safeguarded and controlled	The Auditor General of Canada found no significant deficiencies in SCC's systems and practices. ▲
Employee satisfaction	Determine the impact of SCC's talent management program	SCC plans to undertake an employee satisfaction survey by end of fiscal year. ▲
Financial management	Good financial management	Net income/ (loss) is expected to be within 1.5% of budget by the end of fiscal year. ▲

### Performance legend

▲	Completed successfully or on-track and within budget
■	Partially complete and/or budget variance or variance from expected outcome
●	Postponed or cancelled

## 7. Financial and Resource Plans

This section presents the FY 2010-2011 planning budget, the FY 2010-2011 Capital Budget, the FY 2011-2012 to FY 2014-2015 operational plans and an overview of current financial performance. Resources have been based on the existing objectives of the organization and available funding and other revenues, as outlined in the Corporate Plan.

### 7.1 Financial Performance: 2008-2009 and 2009-2010

The SCC concluded the most recent fiscal year (FY 2008-2009) with total Unrestricted Equity of \$3.28 million. Current assets, at that time, exceeded current liabilities by a ratio of 1.93:1. 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 prudent minimum, normally maintaining balances which are the equivalent of two month's operational requirements with the year-end balance equal to approximately 2.5 months operating requirements. The corporation has, over the past five years, 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 47% planned for FY 2010-2011, 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, 2009 and March 31, 2010, with an explanation of major variances.

#### Financial Performance 2007-2011 (\$'s)

	2006-2007 Actual	2007-2008 Actual	2008-2009 Actual	2009-2010 Forecast	2010-2011 Planning Budget
<b>Revenue</b>					
CA Accreditation fees	5,663,079	5,763,908	5,893,040	5,940,181	6,050,000
Royalties on Sale of Standards	698,056	718,315	677,519	745,879	730,000
WTO/NAFTA Enquiry Point	260,945	339,827	360,559	361,011	361,000
Net Parliamentary appropriation	7,614,779	7,110,108	7,196,055	7,158,704	7,132,000
Partnership/Sponsorship/Registration	503,945	678,799	344,569	190,609	145,000
Other	362,141	406,585	463,476	391,137	444,000
	<b>15,102,945</b>	<b>15,017,542</b>	<b>14,935,218</b>	<b>14,787,521</b>	<b>14,862,000</b>
<b>Expenses</b>					
Conformity Assessment	4,144,329	4,390,338	4,901,576	4,679,420	4,553,000
Standards	4,093,266	3,718,082	3,730,871	3,921,061	3,624,000
Intergovernmental Affairs/Trade	1,038,507	1,088,779	1,187,265	1,124,090	1,045,000
Information Services	526,513	471,961	547,384	594,458	579,000
WTO/NAFTA Enquiry Point	260,945	339,827	360,559	361,011	361,000
Management & Administration	4,499,155	4,544,680	4,527,749	4,590,927	5,118,000
	<b>14,562,715</b>	<b>14,553,667</b>	<b>15,255,404</b>	<b>15,270,967</b>	<b>15,280,000</b>
<b>Net Income/(Deficit)</b>	<b>540,230</b>	<b>463,875</b>	<b>(320,186)</b>	<b>(483,446)</b>	<b>(418,000)</b>

## 7.1.1 Explanation of Variances

### FY 2008-2009 Budget vs. FY 2008-2009 Actual

#### Expenses

Expenses for FY 2008-2009 were \$15.3 million in total, and \$416 thousand over budget. Under expenditures in Travel, Accommodation, and Translation of National Standards were more than offset by higher than budgeted expenditures in Personnel, Professional Services, Meetings and Membership Fees costs. Travel costs were underspent because of lower than anticipated committee member travel as the Council's committee structure was re-vamped, resulting in meeting postponements. Accommodation costs were under budget as Ottawa's municipal tax rebate program was extended. Expenditures for the translation of National Standards of Canada were also lower due to the use of funds deferred from prior years.

Personnel costs exceeded budget due to economic pay increases, increased benefit costs, particularly pension contributions, higher average staff levels and the use of contract staff to backfill extended leave vacancies. The Professional Fees budget was exceeded as a result of increased average per diem charges for contracted assessors. Additional meeting costs were incurred in the hosting of several international technical committee meetings, however these costs were offset by the related sponsorship revenue. Membership Fees were higher than anticipated due to an unfavourable swing in the value of the Canadian dollar versus the Swiss Franc at time of payment of ISO and IEC membership dues.

#### Revenues

Total revenues for FY 2008-2009 were \$14.9 million (\$96 thousand over budget) due to additional receipts from the Sale of Standards, SDO accreditation fees, and Partnership/Sponsorship/Registration funding. Standards sales receipts were higher than anticipated again due to the weakness of the Canadian dollar versus the Swiss Franc as a major portion of this revenue flows from royalties denominated in Swiss Francs. Higher revenue related to SDO accreditation fees resulted from additional audits. Partnership revenue exceeded target as a conformity assessment-related project on behalf of Transport Canada was not contemplated at the time the Corporate Plan was prepared.

#### Capital Expenditures

The majority of SCC's capital expenditures are normally related to information technology-related equipment including servers and lifecycle replacement of desktop computers and laptops. Lesser amounts typically are provided for minor leasehold improvements and furniture. However, in FY 2008-2009 the intention was to replace the telephone switch as it had past its lifecycle date. This implementation however was deferred to FY 2009-2010.

## Statement of Operations (\$ thousands)

EXPENSES	2008-2009		2009-2010	
	BUDGET	ACTUAL	BUDGET	FORECAST
Personnel	8,196	8,464	8,852	8,557
Communications	185	139	114	131
Travel	1,882	1,811	1,717	1,859
Delegate and Secretariat Assistance	335	418	425	426
Information and Documentation	58	46	52	67
Public Relations	103	93	41	105
Professional and Special Services	1,267	1,469	1,253	1,259
Accommodation	684	635	687	645
Rental of Equipment	55	60	51	40
Printing and Duplication	45	41	38	38
Office Supplies	139	104	110	96
Meetings	275	325	231	277
Membership Fees	884	1,039	1,050	1,046
Translation of National Standards	150	34	150	144
Training and Development	101	79	87	96
Other	262	303	312	292
Depreciation Expense	218	195	194	193
	14,839	15,255	15,364	15,271
<b>REVENUES</b>				
Sales of Standards	640	677	720	746
Accreditation Programs - CA	6,018	5,893	6,010	5,940
Accreditation Programs - SDO	65	101	65	70
WTO/NAFTA Enquiry Point	370	361	361	361
Web Hosting Revenue	185	173	185	175
Partnership/Sponsorship/Registration	261	347	125	191
Other	129	187	186	146
	7,668	7,739	7,652	7,629
Net Cost of Operations	(7,171)	(7,516)	(7,712)	(7,642)
Net deferred/recognized government funding	42	67	18	30
Parliamentary Appropriation - Industry Canada	7,129	7,129	7,129	7,129
<b>NET INCOME</b>	-	<b>(320)</b>	<b>(565)</b>	<b>(483)</b>
Capital Budget	150	102	150	150

## 7.1.2 Explanation of Variances

### 2009-2010 Budget vs. 2009-2010 Forecast

#### Expenses

Expenses are forecast at \$15.27 million, or \$93K under the budget of \$15.36 million. The majority of this anticipated under expenditure is in Personnel (\$295K) and to a lesser extent, in Accommodation (\$42K). The savings in Personnel are related to temporary vacancies in several positions but most particularly the CEO position was vacant for the entire fiscal year. Accommodation costs will be lower than anticipated due to a refund of operating costs from the landlord. These cost reductions will be partially offset by higher costs in Travel, Public Relations and Meetings. Travel costs will exceed budget as new program requirements in Conformity Assessment result in more surveillance (audits and assessments) than initially planned. Public Relations expenditures will be higher because of increased business development efforts in Conformity Assessment. Meetings costs are increased as a result of holding a Standards Leadership forum which was not included in the planning budget.

#### Revenues

Revenues are forecast at \$14.79 million, virtually unchanged from the budgeted \$14.80 million. A slight unfavourable variance is anticipated in Accreditation Fee revenue, though offset by higher Partnership income. Accreditation fee revenue will not meet target as the weak global economy results in clients rationalizing their requirements for accreditation services.

#### Capital Expenditures

No significant variance is anticipated.

## 7.1.3 Performance against Plan - Highlights

### Key Financial Highlights (\$ thousands)

	2008-2009		2009-2010		2010-2011
	Budget	Actual	Budget	Forecast	Planning Budget
Standards Sales Royalties	640	678	720	746	730
Revenue from Conformity Assessment	6,197	5,994	6,075	6,010	6,125
Conformity Assessment Expenditures	4,306	4,879	4,493	4,654	4,553
Total Operating Expenses	9,955	10,728	10,494	10,680	10,182
Corporate & Administrative Expenses	4,884	4,528	4,870	4,591	5,118
Net Income	-	(320)	(565)	(483)	(418)
Capital Expenditures	150	102	150	150	245

## Resource and Allocation Highlights

	2008-2009		2009-2010		2010-2011
	Budget	Actual	Budget	Forecast	Planning Budget
% revenue from parliamentary appropriation	48%	47%	47%	47%	47%
% cost recovery in Conformity Assessment	92%	90%	94%	92%	91%
Person-Years	94.75	87.75	91.75	91.75	89.75
Corporate and Administration costs per FTE (in \$'s)	78,458	79,092	82,194	77,485	89,397

## 7.2 Financial Plan 2010-2011

The proposed planning budget for FY 2010-2011 forecasts a deficit of \$418 thousand, with revenues of \$14.9 million and expenditures set at \$15.3 million, a decrease of \$84 thousand from the current year's budget. Increases in Personnel costs relate to higher pension and benefit costs. Planned increases are also provided for Marketing initiatives as SCC shifts its focus to national activities and business development. These increases are more than offset by reduced provisions for Travel and Professional Fees, again related to a move to focus on domestic activities.

The following assumptions have been made in the preparation of the FY 2010-2011 planning budget:

- Membership fees to ISO and IEC are paid in Swiss francs. This plan projects an average exchange rate of \$1.05 Canadian based on current exchange rates.
- Provision has been made for an average award of 4% in annual performance/at risk pay, as well as a salary band increase of 1.5% to adjust for inflation.
- On a budget to budget basis, revenues arising from conformity assessment activities are expected to increase marginally only based on current program growth trends, a weakened economy, new program activity, and adjustments to fee schedules.
- Staffing levels will be reduced, through attrition, by a net of two full time equivalents.
- Significant reductions have been made to travel budgets in both the Standards and International Trade groups as SCC will lessen its support for governance activity at the international level.
- Additional resources, being one full time equivalent position and \$100 thousand, will be provided for national outreach and business development.
- No additional new major initiatives with financial resource implications are currently planned for FY 2010-2011.

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**BALANCE SHEET 2010-2011** (\$ thousands)**ASSETS**

Cash and Short-Term Deposits	2,968
Accounts Receivable	
Federal Government Departments & Agencies	1,077
Other	1,260
Prepaid Expenses	890
Fixed Assets (net)	653

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**TOTAL ASSETS****6,848**

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**LIABILITIES**

Accounts Payable and Accrued Liabilities	1,592
Deferred Annual Accreditation Fees	2,060
Deferred Tenant Allowance	206
Deferred Government Funding	447

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**4,305****Unrestricted Equity****2,543**

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**TOTAL LIABILITIES AND EQUITY****6,848**

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## STATEMENT OF OPERATIONS 2010-2011 (\$ thousands)

### EXPENSES

Personnel	8,996
Communications	132
Travel	1,605
Delegate and Secretariat Assistance	425
Information and Documentation	46
Public Relations	113
Professional and Special Services	1,181
Accommodation	655
Rental of Equipment	43
Printing	37
Office Supplies	98
Meetings	226
Membership Fees	998
Translation of National Standards	144
Training and Development	95
Other	297
Depreciation Expense	189
	<hr/>
	15,280

### REVENUES

Sales of Standards	730
Conformity Assessment Accreditation Programs	6,050
WTO/NAFTA Enquiry Point	361
Partnership/Sponsorship/Registration	145
Standards Development Organization Accreditation	75
Revenue from Web Hosting	185
Other	184
	<hr/>
	7,730
Net Cost of Operations	(7,550)
	<hr/>
Parliamentary Appropriation - Industry Canada	7,129
Net deferred/recognized government funding	3

### NET INCOME

	<hr/>
Capital Budget	245

**(418)**

## STATEMENT OF CASH FLOWS 2010-2011 (\$ thousands)

### Operating Activities

Net income	(418)
Adjustments for Non-Cash Items:	
Amortization of capital assets	189
Amortization of deferred revenue related to tenant allowance	(36)
Amortization of deferred government funding	(153)
	(418)
Restricted contributions from non-owners received (used)	80
Changes in current liabilities and current assets other than cash	15
Cash Flows from operating activities	(323)

### Investing Activities

Additions to capital assets	(245)
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### Financing Activities

Funding for acquisition of assets:	
Tenant Improvement Allowance	95
Parliamentary Appropriation	150
Increase in cash during year	(323)
Cash at the beginning of the year	3,291
<b>Cash at the end of the year</b>	<b>2,968</b>

## 7.2.1 Explanation of Variances

### 2010-2011 Budget vs. 2009-2010 Forecast

#### Expenses

Planned expenses for FY 2010-2011 are set at \$15.28 million, virtually unchanged from the forecast of \$15.27 million for FY 2009-2010. Increases can be found in Personnel offset by reductions in Travel, Meetings and Membership Fees. Personnel costs will increase due to inflation-adjusted salary levels, an expectation of full staffing levels, and pay band movement, and higher pension and benefit costs, though somewhat offset by a net reduction of two fte's. Travel expenditures decline as an expected strategic shift in focus from international participation to national affairs occurs. Meetings expenses will decline as the Standards Leadership forum held in 2009-2010 occurs only every second year. Membership Fees are expected to decline due to the strengthening of the Canadian Dollar versus the Swiss Franc.

#### Revenues

All revenue streams are expected to remain relatively stable and little changed from FY 2009-2010 forecast.

Parliamentary Appropriation also remains unchanged at \$7.1 million.

#### Capital Expenditures

Capital expenditures in FY 2010-2011 will be increased to \$245K and will largely support SCC's technological infrastructure, but will also include additional expenditures for leasehold improvements financed by the payment, from the landlord, of a scheduled leasehold improvement allowance that was negotiated at lease inception.

## STATEMENT OF OPERATIONS (\$ thousands)

	2010-2011 PLANNING BUDGET	2009-2010 FORECAST
<b>EXPENSES</b>		
Personnel	8,996	8,557
Communications	132	131
Travel	1,605	1,859
Delegate and Secretariat Assistance	425	426
Information and Documentation	46	67
Public Relations	113	105
Professional and Special Services	1,181	1,259
Accommodation	655	645
Rental of Equipment	43	40
Printing and Duplication	37	38
Office Supplies	98	96
Meetings	226	277
Membership Fees	998	1,046
Translation of National Standards	144	144
Training and Development	95	96
Other	297	292
Depreciation Expense	189	193
	15,280	15,271
<b>REVENUES</b>		
Sales of Standards	730	746
Accreditation Programs - Conformity Assessment	6,050	5,940
Accreditation Programs - Standards Development Organizations	75	70
WTO/NAFTA Enquiry Point	361	361
Web Hosting Revenue	185	175
Partnership/Sponsorship/Registration	145	191
Other	184	146
	7,730	7,629
Net Cost of Operations	(7,550)	(7,642)
Net Deferred/Recognized Appropriation Funding	3	30
Parliamentary Appropriation - Industry Canada	7,129	7,129
<b>NET INCOME</b>	<b>(418)</b>	<b>(483)</b>
Capital Budget	245	150

## 7.2.2 The 2010-2011 Capital Budget and 2011-2015 Plan

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

2008-2009	150,000
2009-2010	150,000
2010-2011	245,000
2011-2012	150,000
2012-2013	150,000
2013-2014	150,000
2014-2015	150,000

### VARIANCE ANALYSIS

#### 2008-2009 Actual Expenditures vs. 2008-2009 Capital Budget

\$102,000 vs. \$150,000

The majority of SCC's capital expenditures are normally related to information technology-related equipment including servers and lifecycle replacement of desktop computers and laptops. Lesser amounts typically are provided for minor leasehold improvements and furniture. However, in FY 2008-2009 the intention was to replace the telephone switch as it had past its lifecycle date. This implementation however was deferred to FY 2009-2010.

#### 2009-2010 Forecast vs. 2009-2010 Capital Budget

\$150,000 vs. \$150,000

No significant variance is anticipated.

#### 2009-2010 Forecast vs. 2010-2011 Capital Budget

\$150,000 vs. \$245,000

The budget represents ongoing technology upgrades as well as planned significant leasehold improvements. The leasehold improvements will be financed by the payment, from the landlord, of a scheduled leasehold improvement allowance that was negotiated at the lease inception.

## 7.2.3 The Operating Plan 2010-2011 to 2014-2015

The following displays the operating plan based on the FY 2010-2011 planning budget:

### BALANCE SHEET (\$ thousands)

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
<b>ASSETS</b>							
Cash	3,645	3,291	2,968	2,566	2,378	2,184	2,146
Accounts Receivable:							
Federal Departments and agencies	1,173	1,111	1,077	1,055	950	845	650
Other	1,179	1,210	1,260	1,293	1,308	1,321	1,336
Prepaid Expenses	819	890	890	890	890	890	890
Fixed Assets (net)	640	597	653	619	590	566	547
<b>TOTAL ASSETS</b>	<b>7,456</b>	<b>7,099</b>	<b>6,848</b>	<b>6,423</b>	<b>6,116</b>	<b>5,806</b>	<b>5,569</b>
<b>LIABILITIES</b>							
Accounts Payable and Accrued Liabilities	1,561	1,576	1,592	1,604	1,616	1,625	1,635
Deferred Revenue	1,971	2,045	2,060	2,075	2,090	2,105	2,120
Deferred Revenue - Tenant Allowance	173	147	206	143	80	17	-
Deferred Government Funding	467	450	447	476	510	549	547
	4,172	4,218	4,305	4,298	4,296	4,296	4,302
<b>Unrestricted Equity</b>	<b>3,284</b>	<b>2,881</b>	<b>2,543</b>	<b>2,125</b>	<b>1,820</b>	<b>1,510</b>	<b>1,267</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>7,456</b>	<b>7,099</b>	<b>6,848</b>	<b>6,423</b>	<b>6,116</b>	<b>5,806</b>	<b>5,569</b>

## STATEMENT OF OPERATIONS (\$ thousands)

	2008-2009 ACTUAL	2009-2010 FORECAST	2010-2011 PLAN	2011-2012 PLAN	2012-2013 PLAN	2013-2014 PLAN	2014-2015 PLAN
<b>EXPENSES</b>							
Personnel	8,464	8,557	8,996	8,996	8,996	8,996	8,996
Communications	139	131	132	132	132	132	132
Travel	1,811	1,859	1,605	1,678	1,665	1,738	1,725
Delegate and Secretariat Assistance	418	426	425	425	425	375	375
Information and Documentation	46	67	46	46	46	46	46
Public Relations	93	105	113	89	113	89	113
Professional Services	1,469	1,259	1,181	1,196	1,211	1,226	1,241
Accommodation	635	645	655	655	655	655	655
Rental of Equipment	60	40	43	43	43	43	43
Printing	41	38	37	37	37	37	37
Office Supplies	104	96	98	98	98	98	98
Meetings	325	277	226	266	226	266	226
Membership Fees	1,039	1,046	998	998	998	998	998
Translation of National Standards	34	144	144	144	144	144	144
Staff Training and Development	79	96	95	95	95	95	95
Other	303	292	297	297	297	297	297
Depreciation Expense	195	193	189	184	179	174	169
	15,255	15,271	15,280	15,379	15,360	15,409	15,390
<b>REVENUES</b>							
Sales of Standards	677	746	730	740	750	760	770
Accreditation Programs	5,893	5,940	6,050	6,130	6,210	6,290	6,370
WTO/NAFTA Enquiry Point	361	361	361	361	361	361	361
Partnership/Sponsorship/Registration	347	191	145	145	145	95	95
Other	461	391	444	485	494	503	466
	7,739	7,629	7,730	7,861	7,960	8,009	8,062
Net Cost of Operations	(7,516)	(7,642)	(7,550)	(7,518)	(7,400)	(7,400)	(7,328)
Parliamentary Appropriation - Industry Canada	7,129	7,129	7,129	7,129	7,129	7,129	7,129
Net Deferred/Recognized Government Funding	67	30	3	(29)	(34)	(39)	(44)
<b>Net Income (Loss)</b>	<b>(320)</b>	<b>(483)</b>	<b>(418)</b>	<b>(418)</b>	<b>(305)</b>	<b>(310)</b>	<b>(243)</b>
Other Comprehensive Income	42	80	80	-	-	-	-
<b>COMPREHENSIVE INCOME (LOSS)</b>	<b>(278)</b>	<b>(403)</b>	<b>(338)</b>	<b>(418)</b>	<b>(305)</b>	<b>(310)</b>	<b>(243)</b>
Capital Budget	102	150	245	150	150	150	150

## STATEMENT OF CASH FLOWS (\$ thousands)

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
<b>Operating Activities</b>							
Net Income	(320)	(483)	(418)	(418)	(305)	(310)	(243)
Adjustments for Non-Cash Items:							
Amortization of capital assets	195	193	189	184	179	174	169
Amortization of deferred revenue related to tenant allowance	(26)	(26)	(36)	(63)	(63)	(63)	(63)
Amortization of deferred government funding	(169)	(167)	(153)	(121)	(116)	(111)	(106)
	(320)	(483)	(418)	(418)	(305)	(310)	(243)
Restricted contributions from non-owners received (used)	42	80	80	-	-	-	-
Changes in current liabilities and current assets other than cash	526	49	15	16	117	116	205
Cash Flows from operating activities	248	(354)	(323)	(402)	(188)	(194)	(38)
<b>Investing Activities</b>							
Additions to capital assets	(102)	(150)	(245)	(150)	(150)	(150)	(150)
<b>Financing Activities</b>							
Funding for acquisition of assets							
Parliamentary Appropriation	102	150	150	150	150	150	150
Tenant Improvement Allowance	-	-	95	-	-	-	-
Increase (Decrease) in cash during year	248	(354)	(323)	(402)	(188)	(194)	(38)
Cash at the beginning of the year	3,397	3,645	3,291	2,968	2,566	2,378	2,184
<b>Cash at the end of the year</b>	<b>3,645</b>	<b>3,291</b>	<b>2,968</b>	<b>2,566</b>	<b>2,378</b>	<b>2,184</b>	<b>2,146</b>



# Appendix A: Significant Accounting Policies

The significant accounting policies are:

## (a) Adoption of new accounting standards

Effective April 1, 2008, the CICA's new accounting standard, Section 1535, *Capital Disclosures*, was implemented, which requires the disclosure of both qualitative and quantitative information that enables users of financial statements to evaluate the entity's objectives, policies and processes for managing capital, quantitative data about what the entity regards as capital, as well as its compliance with any externally imposed capital requirements. The new standard did not have an effect on the financial position or results of operations of SCC but did result in changes to the note disclosure. Further information can be found in Note 3 below.

Effective April 1, 2008, the accounting and disclosure requirements of the CICA's two new accounting standards, Section 3862, *Financial Instruments – Disclosures*, and Section 3863, *Financial Instruments – Presentation*, were implemented. These new standards replace accounting standard 3861, *Financial Instruments – Disclosure and Presentation*. Enhanced disclosure is required to assist users of the financial statements in evaluating the significance of financial instruments on the SCC's financial position and performance, including qualitative and quantitative information about SCC's exposure to risks, including credit, interest rate, liquidity, currency and other price risks arising from financial instruments. The new accounting standards cover disclosure only and had no effect on the financial results of the SCC. Further information can be found in Note 4 below.

## (b) Property, plant, and equipment

Property, plant, and equipment 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

## (c) Revenues

Funds received or receivable in respect of conformity assessment 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. Application fees are recognized as revenue upon completion of the assessment process and granting of accreditation. Annual fees are amortized to revenue on a straight line basis over the period to which the fee applies. Funds received or receivable in respect of conformity assessment audit and assessment fees are recognized as revenue at the time the related services are provided.

Royalties from sales of standards are recognized as revenue for the period in which the related sale occurred.

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.

Restricted contributions from non-owners received for the hosting of international meetings or conferences are included as part of Other Comprehensive Income until such time that it is appropriate to recognize the amounts in income. Contributions received for the hosting of international meetings or conferences are recognized as revenue at the time the related expenses are incurred. The Council

also administers a fund on behalf of an unrelated entity which is included as a current liability. Contributions received for this fund and its related expenditures are recorded directly to the liability.

**(d) Expenses**

Expenses are recognized when goods and services are received.

**(e) Parliamentary appropriations**

The Government of Canada provides funding to the Council. The portion of the parliamentary appropriation used to purchase depreciable property, plant, and equipment is recorded as deferred government funding and amortized on the same basis and over the same periods as the related property, plant, and equipment. The portion of the appropriation related to operations is recorded in the Statement of Operations and Comprehensive Income in the year for which it is approved.

**(f) 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.

**(g) 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.

**(h) 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.

**(i) Management estimates**

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the year. The useful life expectancy predictions for property, plant, and equipment and certain employee-related liabilities are the most significant items where estimates are used. Actual results could differ from management's best estimates as additional information becomes available in the future.

**(j) Financial instruments – measurement and recognition**

As required by Section 3855, the Council has classified cash as a financial asset held for trading and is measured at fair value. Accounts receivable are classified as loans and receivables. Accounts payable and accrued liabilities are classified as other financial liabilities. Financial assets classified as loans and receivables and financial liabilities other than those held for trading are initially measured at fair value and subsequently measured at amortized cost.

# Appendix B: Canadian Standards Strategy 2009-2012

## **GOAL 1 PROMOTE TRADE AND CONSUMER SAFETY.**

- Objective 1.1 Develop solutions and establish partnerships to help reduce the entry, sale, distribution and use of unsafe products in Canada.
- Objective 1.2 Increase the participation of Small and Medium-Sized Enterprises (SMEs) in the NSS.
- Objective 1.3 Promote the adoption of international standards, conformity assessment and accreditation procedures by international partners, and influence partners at international levels.
- Objective 1.4 Promote the use of standardization for regulatory cooperation and the reduction of trade barriers.
- Objective 1.5 Enhance developing countries' participation in international standardization activities as part of our national trade and development priorities.

## **GOAL 2 ENSURE THAT THE NSS IS CONTINUALLY EVOLVING TO MEET CHANGING DEMANDS.**

- Objective 2.1 Strengthen the volunteer base of the NSS.
- Objective 2.2 Enhance sustainable funding mechanisms/sources to support the NSS.
- Objective 2.3 Improve the responsiveness of the NSS.

## **GOAL 3 EXPAND UNDERSTANDING, RECOGNITION AND USE OF THE NSS.**

- Objective 3.1 Increase the federal, provincial, territorial and municipal governments understanding of, participation in, and funding for the NSS.
- Objective 3.2 Increase the inclusiveness of the NSS.
- Objective 3.3 Increase industry's understanding of, and participation in, the NSS.
- Objective 3.4 Increase understanding of, and participation in, the NSS by academia.

## **GOAL 4 IDENTIFY AND ADDRESS EMERGING NATIONAL ISSUES IN WHICH STANDARDS AND ACCREDITATION SOLUTIONS CAN BE APPLIED.**

- Objective 4.1 Identify opportunities for the application of standards and accreditation solutions in areas that support government priorities.

# Appendix C: Acronyms

A2LA	American Association for Laboratory Accreditation
ACCA	(SCC) Advisory Committee on Conformity Assessment
ACS	(SCC) Advisory Committee on Standards
ACT	(SCC) Advisory Committee on Trade
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	(SCC) Canadian Advisory Committee on the ISO committee on Conformity Assessment
CAC/COPOLCO	(SCC) Canadian Advisory Committee on the ISO committee on consumer policy
CAC/DEVCO	(SCC) Canadian Advisory Committee on Developing Countries Matters
CANCN	Canadian Anti-Counterfeiting Network (CACN)
CANENA	Council for Harmonization of Electrotechnical Standards of the Nations of the Americas
CARICOM	The Caribbean Community Secretariat
CETA	Canada-European-Union: Comprehensive Economic and Trade Agreement
CFR	Community of Federal Regulators
CIDA	Canadian International Development Agency
COPANT	Pan American Standards Commission
COPOLCO	Consumer Policy Committee of ISO
CNC/IEC	(SCC) Canadian National Committee of the International Electrotechnical Commission
CPIC	(SCC) Consumer and Public Interest Committee
DEVCO	Developing Countries Policy Committee of ISO
DFAIT	Foreign Affairs and International 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
IRC	(SCC) International and Regional Committee
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 on Information Technology (ISO/IEC)
MLAs	Multilateral Recognition Agreements
MRA's	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	(SCC) Provincial-Territorial Advisory Committee
QMS	Quality Management System
SAC	Standardization Administration of China
SCC	Standards Council of Canada
SDOAC	(SCC) Standards Development Organizations Advisory Committee
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