

ADVANCING SOLUTIONS DELIVERING RESULTS

2017–2018
ANNUAL REPORT



Standards Council of Canada
Conseil canadien des normes

Canada

STANDARDS COUNCIL OF CANADA

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 be a global leader driving prosperity and well-being for Canada through innovative standardization solutions.

MANDATE

To promote efficient and effective voluntary standardization in Canada, where standardization is not expressly provided for by law.

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MESSAGE FROM THE CEO AND THE CHAIR



Standards underpin the modern world. They are essential for technological progress, international trade, economic growth and social well-being. As the world becomes increasingly interconnected and more technologically advanced, standardization will become even more important.

As the leader of Canada's standardization network, the Standards Council of Canada (SCC) facilitates innovative standardization solutions that protect Canadians, drive innovation, promote domestic and international trade, support sustainable development and fuel our economy.

This is a critical time for SCC. Over the last few years, and particularly in 2017–18, we have demonstrated our capacity to advance standardization solutions that deliver results for Canada. As this report demonstrates, this year we made significant progress in advancing our corporate priorities to promote innovation, to provide value to Canada and to lead standardization solutions for society in Canada and globally.

In today's global economy, SCC has recognized that there are unique opportunities to advance standardization solutions in a way that will give Canadian innovators a competitive advantage and generate opportunities for Canadians. This year, SCC initiated our five-year Innovation Program to embed standardization in Canada's innovation landscape, with a focus on areas that have the greatest economic potential for Canada. We are working directly with a variety of Canadian companies that are innovating in areas from digital wayfinding and cybersecurity solutions to tech support services for power utilities, and from marine sensors to other creative technologies that will benefit our environment.

By offering strategic advice and expertise, supporting the creation of stakeholder consortia and making connections to regulatory networks and technical committees, we can help these companies become standards makers—the new means of securing economic advantage in today's global economy. When we help innovative companies scale up and go global, we contribute to Canada's economic growth and help create jobs.

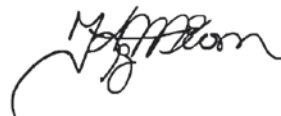
To advance Canadian priorities, we have also redoubled our commitment to being a national, regional and international leader. By bringing countries together and proving ourselves to be a trusted advisor, we are working to increase the visibility and support of Canadian experts and leaders involved in standards setting. Today, thanks to our commitment to standards leadership, regional organizations and other national standards bodies from around the world increasingly look to Canada—and specifically to SCC—to lead the way.

As always, our work comes back to delivering results and creating value for Canada. In everything we do, SCC is focused on our core objective of providing standardization solutions that benefit the economic and social well-being of Canadians.

Our plan moving forward is ambitious. We will continue to work with all stakeholders in Canada's standardization network to advance solutions that benefit Canadians, deliver results to help grow our nation's economy and create long-term prosperity.



JOHN WALTER
Chief Executive Officer*



KATHY MILSOM
Chair

* John Walter retired from SCC on April 13, 2018

MESSAGE FROM THE INCOMING CEO

One of my first official duties as the new CEO of the Standards Council of Canada is to sign off on SCC's 2017–18 Annual Report.

This report highlights a year of achievement for SCC under the leadership of John Walter. I thank him for the significant contributions he made to transform SCC so it consistently delivers value for Canada.



I look forward to continuing to build on our important work to support the government's priorities including innovation, intellectual property, infrastructure and the environment, and trade.

We are leveraging standardization and working hand-in-hand with Canadian companies to create first-to-market advantages that give them a competitive edge. This will create economic opportunities and greater prosperity for Canada.

I will continue to work in close collaboration with our stakeholders to ensure that more standardization solutions are available for the benefit of Canadian governments, industry and consumers. Building on SCC's strong culture of excellence—and incredibly capable, committed and competent staff—and engaging more Canadians to participate in the development of standardization solutions will be key elements of our success.

This is an exciting time to be involved in standardization. More than ever before, globalization is opening up a world of opportunities and standards-setting is the new means of securing Canada's economic advantage.



CHANTAL GUAY, ING., P.ENG.
Chief Executive Officer*

* As of April 16, 2018

SECTION 2

PERFORMANCE AGAINST OBJECTIVES 2017–2018

STRATEGIC PRIORITY

INNOVATION

OBJECTIVE	PLAN	MEASURE
Create First-to-Market Advantage Through International Standardization	Develop engagement strategy to identify sectors aligned with Canada's Innovation and Skills Plan	Sector Engagement Strategy developed with Government of Canada in select innovation superclusters and Canada's broader innovation ecosystem (e.g., regional development agencies, portfolio committees). Innovators identified and engaged to advance new innovation proposals
	Guide three innovation projects through the international standards development process within mutually agreed timeframes with proponents	Continue to support the three projects as they progress through the standards development process, including facilitating additional training, monthly meetings to discuss issues/opportunities, as well as document and meeting preparation
	Develop and advance six new proposals nationally, regionally, or internationally	Six new innovation proposals to be developed and submitted for national, regional, or international consideration by March 31, 2018

STRATEGIC PRIORITY
INNOVATION

STRATEGIC PRIORITY
CANADIAN LEADERSHIP

National, Regional,
International

STRATEGIC PRIORITY
VALUE TO CANADA

RESULT

STATUS

Successful engagement with the National Research Council and the Canadian Council of Innovators to identify and support 20+ companies aligned with Canada's Innovation and Skills Plan.



EXCEEDED

Successful engagement with the nine finalists and the five selected innovation superclusters. All included standardization in their project proposals.

Successful engagement with 25+ individual companies submitted by SDTC, ISED's Accelerated Growth Services, the Clean Growth hub and all relevant ISED portfolio agencies.

83 innovative companies assessed and engaged. 13 leading standardization opportunities identified and engaged to advance innovation proposals.

SCC continues to provide guidance and training to the three project companies to ensure that their international work items are positioned effectively and continue to meet required milestones. The three projects include: creating standardized graphical building blocks for the Human Machine Interface (HMI) applications used in power plants; setting out a standardized method for measuring nanoscale objects in 3 dimensions using tomography in Transmission Electron Microscopy (TEM); and developing a marine sensing performance standard that will be critical to climate change scientists in the years ahead.



ACHIEVED

Six specific innovation proposals have been developed and advanced.










ACHIEVED

STRATEGIC PRIORITY

CANADIAN LEADERSHIP

OBJECTIVE	PLAN	MEASURE
Create Competitive Advantage and Economic Prosperity	Research and consult with Canadians to identify and prioritize key sectors for implementation of the Canada-European Union: Comprehensive Economic and Trade Agreement (CETA) conformity assessment protocol through the SCC-European co-operation for Accreditation (EA) Cooperation Agreement	Mutual recognition of accreditation established for the equipment for potentially explosive atmospheres (Hazloc/ATEX) sector Process to achieve mutual recognition underway in at least one additional product category chosen from the list in Annex A of the CA Protocol by March 31, 2018
	Identify CEN technical committees for Canadian participation and evaluate CENELEC technical committee participation opportunities	Implement CSB membership and development of an assessment report
	Host joint COPANT/PASC general meetings	Successful assessment results from participants (80 per cent)
	Increase technical committee member satisfaction	Standards technical committee member satisfaction rate of 67 per cent
Support North American Harmonization	Engage bilaterally with counterparts in both the United States and Mexico	Renew MOUs with National Standards Bodies in the United States and Mexico
	Facilitate projects for joint standards initiated by industry associations	Two products and/or services identified for potential pilot projects for joint standards with industry associations, such as the Canadian Institute of Plumbing and Heating (CIPH) and the Heating, Refrigeration and Air Conditioning Institute of Canada (HRAI)

RESULT	STATUS
Implementation of the first product category in CETA is underway. SCC is now accepting applications from conformity assessment bodies to apply for a scope extension to be accredited to certify to EU requirements for this sector.	 ACHIEVED
Work is underway between EA and SCC to establish mutual recognition in additional product categories. The goal is to achieve at least two additional product categories per fiscal year.	 ACHIEVED
CEN membership underway. SCC has evaluated opportunities with CENELEC and determined that a bigger sample size is required to justify CSB membership with CENELEC. SCC will reassess when more data is available.	 PARTIALLY ACHIEVED
Planning and delivery of successful joint COPANT/PASC meetings held in April–May 2017. The overall participant satisfaction rate was 100 per cent (satisfied or very satisfied).	 EXCEEDED
Score of 72 per cent was achieved on standards committee member satisfaction survey.	 EXCEEDED
MOUs with ANSI and DGN were renewed in 2018.	 ACHIEVED
Two areas in the plumbing sector have been identified where the development of joint standards would meet the needs of industry. SCC continues to support these efforts.	 ACHIEVED

STRATEGIC PRIORITY

VALUE TO CANADA

OBJECTIVE	PLAN	MEASURE
<p>Enhance Standardization Governance</p>	<p>Support the Provincial-Territorial Advisory Committee's (PTAC) efforts towards alignment of standards in regulations across Canada</p>	<p>Standards-alignment work underway in at least 2 of the identified sectors for regulatory reconciliation under the CFTA Regulatory Reconciliation and Cooperation Table (RCT)</p>
	<p>Complete inventories of standards for all provinces and territories</p>	<p>Inventories for Nunavut, Yukon, NWT and Newfoundland completed by March 31, 2018</p>
	<p>Implement memoranda of understanding (MOU) with the Canadian Advisory Council on Electrical Safety (CACES), the Interprovincial Gas Advisory Council (IGAC), and the Canadian Regulatory Council on Plumbing (CRCP)</p>	<p>Secretariat services provided and attendance at CACES', IGAC's and CRCP's Annual General Assembly</p>
	<p>Implement the new Other Recognized Document (ORD) process including dealing with legacy ORDs</p>	<p>CACES, IGAC and CRCP's approach for legacy ORDs in place and implemented by March 31, 2018</p>
	<p>Define a framework for incorporating non-consensus documents into Canada's standardization network</p>	<p>Key considerations for framework should be examined and a way forward should be identified by March 31, 2018</p>

RESULT

STATUS

Sectors to be included in regulatory reconciliation under the CFTA have not yet been finalized by negotiators but work is ongoing. Potential areas for standards alignment are being discussed at PTAC, and SCC has met with both the Regulatory Affairs Group at Treasury Board Secretariat (TBS) and the Federal/Provincial/Territorial Committee on Regulatory Governance and Reform to discuss the role of PTAC.

SCC is working on streamlining the Canadian Registration Number (CRN) from 13 distinct CRN processes into two. This work will be leveraged by the RCT of the CFTA.



**PARTIALLY
ACHIEVED**

Inventories of standards have been completed for all provinces and territories participating in the Monitoring Standards in Regulations (MSR) project.



ACHIEVED

SCC provided secretariat support at the CACES regulatory committee and annual meetings, the IGAC annual assembly and the CRCP annual meeting.



ACHIEVED

Approaches for legacy ORDs in place for CACES, IGAC and CRCP.



ACHIEVED

An alternative solution is in progress. The framework is being refocused to determine the value in offering a broader list of standards and other deliverables under SCC oversight.








**PARTIALLY
ACHIEVED**

STRATEGIC PRIORITY

VALUE TO CANADA











OBJECTIVE	PLAN	MEASURE
<p>Advance Standardization Solutions</p>	<p>Deliver Infrastructure Program – Adapting to Climate Change Impacts</p>	<p>Two climate change standards underway (focusing on extreme precipitation)</p>
		<p>Complete inventory of infrastructure standards</p>
		<p>Updating of 2 Critical Infrastructure standards underway</p>
		<p>Two Northern Infrastructure standards underway</p>
	<p>Implement new framework facilitating a self-declaration process for approval of National Standards of Canada (NSCs)</p>	<p>Successful operational implementation of new Policy and Requirements & Guidance documentation</p>

RESULT	STATUS
Three standardization solutions in support of climate change standards are underway, two on extreme precipitation and the third on weather monitoring stations.	 EXCEEDED
Inventory of infrastructure standards completed.	 ACHIEVED
Five standardization solutions in support of critical infrastructure standards.	 EXCEEDED
Four standardization solutions in support of northern infrastructure standards. Three new standards (on wastewater treatment in northern communities, fire resilient building design in northern communities, and erosion protection for community infrastructure in northern communities) are underway, and the fourth solution is an updated technical guideline on infrastructure in permafrost.	 EXCEEDED
New Policy and Requirements & Guidance documentation issued and self-declaration process implemented.	 ACHIEVED

STRATEGIC PRIORITY

VALUE TO CANADA

OBJECTIVE	PLAN	MEASURE
Maintain Culture of Excellence and Innovation	Build on SCC's high-performing, knowledge-based workforce	Maintain a voluntary staff attrition rate of less than 10 per cent
		Execute SCC's annual mental health plan (wellness sessions, mental health activities, resources/information for staff)
		1.5 per cent of base salary invested in staff training and development
		75 per cent employee engagement
		Build a diverse workforce
Maintain strong governance and fiscal management		Fiscal year financial results within 5 per cent of Corporate Plan expenditures overall
Maintain value-added Accreditation Services		One new and/or expanded program
		Maintain or increase Accreditation Services customer satisfaction—timeliness, consistency, cost (2017–18 target of 80 per cent; 2015–16 score was 81 per cent)
		Successfully complete a joint peer evaluation and maintain recognition by the Inter America Accreditation Cooperation (IAAC) and the Asia-Pacific Laboratory Accreditation Cooperation (APLAC)
Continue to modernize business infrastructure		Initiate solution for managing Accreditation Services activities and its customer relationships

RESULT	STATUS
Voluntary staff attrition rate of 2.7 per cent.	 ACHIEVED
Monthly activities were planned and executed including healthy-collective lunch and exercise. Mental health lunch-and-learn sessions were offered, focusing on subjects like Creating Balance in your Life, Living Well With Stress and Boosting your Positive Outlook.	 ACHIEVED
2.4 per cent of base salary invested in staff training and development.	 ACHIEVED
SCC achieved an employee engagement level of 77 per cent.	 EXCEEDED
SCC's recruitment processes were modified to focus on identifying candidates that will enhance diversity.	 ACHIEVED
Fiscal year financial results not within 5 per cent of Corporate Plan expenditures overall because of spending and contract delays.	 MISSED
Two new or expanded programs were completed in 2017–18 and three more are under development.	 EXCEEDED
SCC achieved a customer satisfaction score of 84 per cent. Represents combined result of biennial survey and post-assessment surveys.	 EXCEEDED
SCC's 2017 IAAC/APLAC peer evaluation confirmed SCC's participation in the MLA for a period of four years for all scopes assessed.	 ACHIEVED
Customized Business Management Solution (BMS) to improve the Branch's workflow, efficiency and productivity is in a controlled launch.	 PARTIALLY ACHIEVED



SECTION 3

MANAGEMENT DISCUSSION AND ANALYSIS


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Performance Highlights



OPERATING ENVIRONMENT AND CONTEXT

SCC continuously monitors national and global trends, as well as social, economic and political factors that impact our ability to deliver on strategic priorities. This enables us to seize opportunities, adapt to the environment we operate in, and continue to help fuel Canada's economy by fostering innovation, reducing trade barriers and expanding market access within Canada and internationally.

We know that following through on priorities like these is essential to strengthening Canada's standardization network and delivering on our core mandate 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, regional and international trade; and
- further international cooperation in relation to standardization.

"The work of the Standards Council of Canada is essential to increasing innovation and enhancing Canada's economic competitiveness and social well-being through standardization solutions."

THE HONOURABLE NAVDEEP BAINS
MINISTER OF INNOVATION, SCIENCE AND ECONOMIC DEVELOPMENT



ENABLING INNOVATION

Countries around the world are seeking positions on international governance and technical standardization committees to promote their own technologies and gain a competitive advantage. SCC is working hard to ensure that Canada has a strong voice on committees that are of strategic importance to our country and will have the greatest benefit to our economy and our citizens.

To cement Canada's place as an international leader, SCC must attract our nation's most skilled and knowledgeable experts to participate in international standards development, especially in those sectors that are critical to Canada's economy. To ensure this occurs, SCC continues to update programs to eliminate barriers to participation and ease the way for qualified young professionals to replace retiring experts on key international committees. Of particular importance is ensuring a Canadian presence on committees that are of strategic importance in supporting Canadian priorities.

Spearheading the development of international standards is key to supporting and driving innovation. By proactively shaping the standards around new technologies, Canada continues to pave the way for Canadian-made technologies or innovations to succeed and secure their place in global supply chains. When Canadian companies actively participate in standards-setting processes, they can become *standards makers* and gain a competitive advantage by having input directly into the standards relevant to their businesses. This will facilitate global market access for innovative Canadian companies, accelerating the commercialization of Canadian innovative products. That is why SCC is working with Canadian innovators in emerging sectors that have economic value for Canada and where standards could strategically support market entry or growth.

SCC provides Canadian innovators with end-to-end support in the development of standards and conformity assessment programs to effectively shape marketplaces to Canada's advantage. Our support in bringing Canadian innovators to the table includes critical activities like: analyzing key trends, opportunities and stakeholder dynamics; advising, orienting and training Canadian innovators on standardization and how they can strategically impact on the standards development process; accrediting Canadian experts and innovators to attend international standardization meetings; nominating Canadian innovators to international committee leadership positions; coordinating Canada's national positions; and designing supportive accreditation programs to facilitate international market access and regulatory compliance and support.



“Standards promote innovation by making marine sensor performance specifications easier to understand and compare between manufacturers. Participating and influencing those standards helps us compete and grow our business.”

DUSTIN OLENDER
DIRECTOR OF STRATEGIC DEVELOPMENT
AML OCEANOGRAPHIC

PROTECTING MARINE ENVIRONMENTS WITH INNOVATIVE CANADIAN TECHNOLOGY

AML Oceanographic is an innovative Canadian company based in British Columbia that specializes in designing and manufacturing instrumentation and deployment systems for marine sensing, environmental monitoring, and other subsea applications. This equipment is used for a growing number of practical applications such as mapping the ocean floor and waterways, aquaculture, subsea construction and understanding the effects of climate change on the world’s oceans, lakes and rivers. As we use our oceans in new and innovative ways—from oil and gas exploration to aquaculture to marine parks—marine sensors can help guide critical decisions to mitigate any negative effects these operations have on the marine environment.

SCC is working with AML Oceanographic to develop an international standard for marine sensors. It will set out universal device specifications to ensure consistent results and a standardized approach for performance testing and reporting. This means customers can truly compare technologies when purchasing marine sensors. For AML Oceanographic, it means they can compete effectively and demonstrate their equipment’s capabilities—and that will help them continue grow to their business, and be a leader in Canada and around the world.

CANADIAN LEADERSHIP

SCC is the leader of Canada's standardization network. In this role, we work to engage with all stakeholders—regulators, governments, standards development organizations, various accredited bodies and consumers—to deliver a responsive and effective network that consistently provides value to Canada.

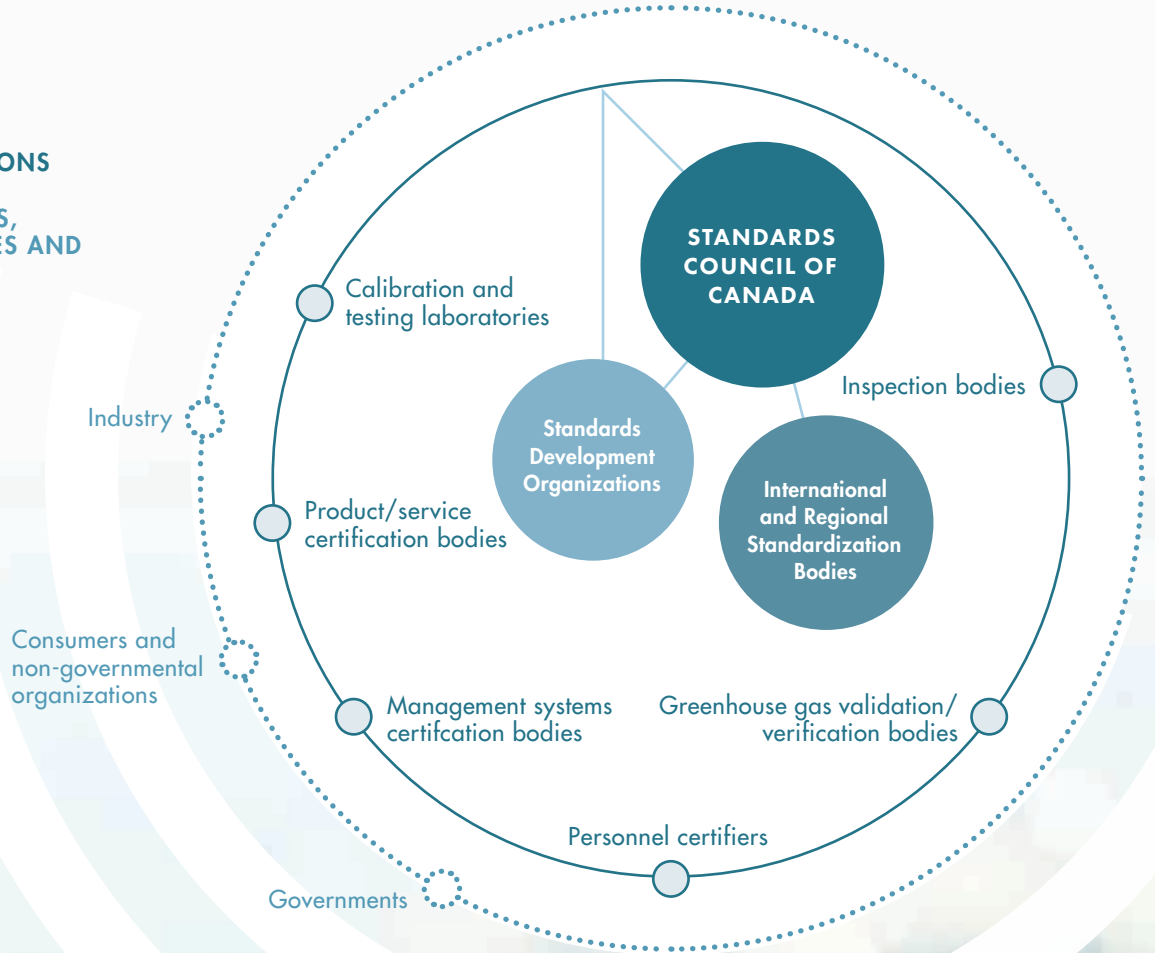
The international trade arena is more competitive than ever before. As Canadian businesses enter new export markets, and as Canada increasingly diversifies its trade, this evolving landscape means that SCC must continue to develop targeted strategies that support the needs of both exporters and importers. Standardization plays a key role in promoting global trade and in helping Canada to reach its full potential.

Developing strong relationships with national standardization bodies of key trading partners is one way SCC embraces its international leadership position to create opportunities for Canadian businesses and offer value to Canada. For example, SCC works closely with its counterparts in the United States of America, the American National Standards Institute (ANSI), and Mexico, *Direccion General de Normas* (DGN), in seeking greater alignment of standards and conformity assessment procedures in order to reduce duplication of regulatory requirements, lower costs for exporters and importers, and facilitate the development of joint North American standards. SCC is also actively engaged with Global Affairs Canada, to support the standardization-related components of the negotiations for the modernization of the North American Free Trade Agreement (NAFTA).

To facilitate implementation of conformity assessment within the Canada-European Union Comprehensive Economic and Trade Agreement (CETA), SCC signed a Cooperation Agreement with the European co-operation for Accreditation (EA) in June 2016. We are also strengthening Canada's trade relationship with China through enhanced agreements with Chinese standardization organizations, including the Standards Administration of China (SAC) and the Certification and Accreditation Administration of China (CNCA). These agreements can be leveraged to support any future potential free trade agreement between Canada and China.

ACCREDITED ORGANIZATIONS

PARTICIPANTS, BENEFICIARIES AND PARTNERS



CANADA'S STANDARDIZATION NETWORK

SCC is the leader of Canada's standardization network. In this role, we work to engage with all stakeholders—regulators, governments, standards development organizations, various accredited bodies and consumers—to deliver a strong, responsive and effective network that consistently provides value to Canada.

To help increase economic competitiveness for Canadians, SCC is focused squarely on aligning standards, regionally and internationally. Canada's participation in the Pan American Standards Commission (COPANT) is a good example of the benefits that can come from cooperating on standardization. Research conducted by SCC demonstrated that Canada's membership in COPANT increased the value of goods exported to partner countries by 10 per cent.¹ Coordination on standardization can reduce trade barriers and increase trade diversification for Canada, an imperative that Canada has long recognized and is increasingly acting on.

SCC knows that today's increasingly competitive and complex international marketplace has created challenges for Canadian small and medium-sized enterprises (SMEs). SMEs are important players in Canada's export market; in fact, they account for 25.2 per cent of the value of Canadian exports (\$106.4 billion), and 96.8 per cent of exporting enterprises, the equivalent of 37,639 enterprises.² While most exporting SMEs trade with one partner country, 18.7 per cent traded with more than three partner countries.³ Familiarity with international standards is important to SMEs in order to facilitate trade. From 2010 to 2012, Statistics Canada reported that between 34.1 per cent and 41.5 per cent of SMEs indicated that uncertainty of international standards was an obstacle to exports or an attempt to export.⁴

For these smaller-sized exporters, third-party conformity assessment is a way to meet the criteria for doing business in any given market. By offering accreditation solutions and encouraging international harmonization, SCC is making it easier for Canadian companies to participate in the global economy.

1 Standards Council of Canada, *Speaking the Same Technical Language: The Trade Impact of Canada's Participation in Regional Standardization Organizations*. Ottawa: Standards Council of Canada, 2017.

2 Source: Statistics Canada, *Trade by Enterprise Characteristics: Exporters of Goods by Employment Size Class, 2013* (provisional estimates).

3 Source: Statistics Canada, *Trade by Enterprise Characteristics: Exporters of Goods by Employment Size Class, 2013* (provisional estimates).

4 Sources: Statistics Canada. Table 358-0301 - Survey of innovation and business strategy, importance of obstacles to exporting or attempting to export products, by North American Industry Classification System (NAICS) and enterprise size, all surveyed industries, occasional (per cent).

DELIVERING VALUE

Standardization is critical to Canada's economic prosperity. Standards can directly support the federal government's plan to build a strong and competitive national economy. In fact, research has shown that between 1981 and 2014, standardization contributed 7.8 per cent of the growth rate in Canada's real GDP and 16.1 per cent in the growth of labour productivity.⁵ In 2014 alone, standards contributed nearly \$3-billion of the \$39-billion increase in Canada's real GDP.⁶

Regulators and regulatory advisory bodies across Canada recognize SCC as a trusted advisor with the ability to facilitate standardization solutions to help them achieve their objectives. SCC has worked with stakeholders through the Provincial-Territorial Advisory Committee (PTAC), the National Public Safety Advisory Committee (NPSAC), the Standards Development Organizations Advisory Committee (SDOAC) and direct consultations with government departments to offer standardization solutions that promote the use of up-to-date standards in regulations. SCC also works with regulators to consider the alignment of standards in regulations to reduce barriers to trade within Canada. By identifying differences in regulatory requirements and helping provinces and territories harmonize them, SCC's work in support of the Canadian Free Trade Agreement (CFTA) will increase customer choice, reduce red tape and help to remove internal trade barriers that create inefficiencies and slow down Canada's growth.

Certification and testing requirements can differ between Canadian jurisdictions, impeding the mobility of some products, tradespeople and professionals. As a result, internal trade barriers have been created within our own national borders, and we know that standardization will assist in eliminating these barriers. In 2018, SCC completed a comprehensive report providing a broad overview of the conformity assessment system. The report noted that conformity assessment has an important role to play in ensuring consumer safety, as well as product and service quality, compatibility, efficiency and effectiveness.

⁵ Standards Council of Canada, *Getting Aligned: How Adopting Standards Affects Canada's Productivity and Growth*. Ottawa: Standards Council of Canada, 2016.

⁶ Standards Council of Canada, *Getting Aligned: How Adopting Standards Affects Canada's Productivity and Growth*. Ottawa: Standards Council of Canada, 2016.

While the ways in which conformity assessment can become a barrier to trade were discussed, efforts by multiple stakeholders, including SCC, to reduce unnecessary barriers to trade, while protecting the health and safety of Canadians, were highlighted. Additionally, the report demonstrated the contribution that conformity assessment makes to the Canadian economy with respect to GDP and employment.

To further strengthen Canada's standardization network, SCC must continue to demonstrate the value of standards and conformity assessment to governments and industry leaders in the sectors that are key to Canada's competitiveness. We must make these stakeholders fully aware of how they can leverage standardization to their benefit.

For example, SCC will take advantage of its Canadian National Committee of the International Electrotechnical Commission (IEC), whose members include top senior leaders of Canada's eletrotechnical sectors from hydroelectricity, renewable energies, electrification of cars, to electrical products and consumer electronics, to ensure Canadian interests are considered in the development of future IEC plans.

The move toward aligning standards across the globe is also opening doors to both regulated and non-regulated markets for a growing number of accreditation service providers. As Canada's national accreditation body, SCC—through the Accreditation Services branch—continues to prioritize the delivery of its programs and review its pricing model so that its fees continue to remain responsive and customer-focused. In all that we do, from supporting standards development to accreditation, SCC is seeking out new and more efficient ways of delivering value to Canada.





"Standards and codes need to evolve to recognize innovative technologies like CarbonCure's. Working with the Standards Council of Canada, we are finding solutions to help us grow our business."

SEAN MONKMAN
PH.D P.ENG, VP TECHNOLOGY DEVELOPMENT
CARBONCURE TECHNOLOGIES

RECYCLING CO₂ TO MAKE STRONGER, GREENER CONCRETE

CarbonCure is an innovative Canadian company based in Nova Scotia. Its patented technology permanently sequesters or "locks in" carbon dioxide by injecting it into concrete as it is mixed. The resulting concrete product meets or exceeds quality benchmarks while decreasing greenhouse gas emissions and lowering manufacturing costs.

In order to expand, CarbonCure needs the relevant standard for concrete to include the process that uses its patented technology to be one of the acceptable methods of producing concrete. To do this, SCC is helping CarbonCure get the current standard updated with the addition of a new Annex, as well as getting references to that standard in the National Model Construction Codes (and in provincial and territorial adoptions of the Codes) updated. SCC is also helping CarbonCure on international standardization activities by facilitating an opportunity to participate as an observer on relevant European standardization technical committees for concrete specifications. This will be incredibly valuable because it will support CarbonCure's entry and expansion into European markets.

Standardization solutions that support Canadian businesses and our environment are a priority for SCC.

PERFORMANCE HIGHLIGHTS

Standards do more than just protect our health and safety. They open the doors to a wealth of opportunities. Standards fuel the economy by breaking down trade barriers and by creating access to new domestic and international markets. They provide regulators with an efficient and effective policy tool. They also help companies reduce costs, increase productivity, reduce risk and gain the competitive edge needed to succeed in today's global economy. In fact, using and complying with standards offers large and small businesses and organizations the means to unlock potential opportunities for growth and innovation.

Canadian innovators can leverage standards development and conformity assessment activities to help them lead the creation of new markets, encourage complementary innovation, influence marketplace rules and enhance market access at home and around the world. SCC works directly with innovators to help them access new markets, overcome trade barriers, scale up and go global.

Standards and conformity assessment also mean Canadians can feel confident that the goods and services they depend on every day are reliable. Standards also reduce costs for consumers and give us access to products from around the world, and we know these products are safe because of standards and product certification.



In 2017–2018, SCC focused on the following strategic priorities to advance standardization solutions and deliver results for Canada:

Innovation

SCC supported Canadian innovators in the development of standards and conformity assessment programs that help bring Canada to the forefront of new and emerging fields in international standardization.

Canadian Leadership – National, Regional, International

SCC protected and promoted Canada's interest in the economic sectors that matter most to our country and our citizens, and helped provide access to global markets for Canadian businesses.

Value to Canada

SCC delivered value to Canada by developing and implementing standardization solutions that created a more competitive and innovative economy and protected the health and safety of all Canadians.

As highlighted in this report, SCC has redoubled its efforts over the past year to support these priorities and continue its solid leadership of Canada's standardization network to enable innovation, facilitate trade and protect the health and safety of Canadians, today and into the future.

INNOVATION

In today's world, innovation drives economies. To compete globally, countries must focus their attention and resources not only on research and development but also on helping their innovative technologies make it to market. If Canada is to succeed in this competitive global economy, it is vital that we be first out of the gate in producing and commercializing new technologies. And standards play a critical role in making this happen.

To ensure Canada is a leader in today's evolving technological environment, SCC is aligned with the Government of Canada's Innovation and Skills Plan. We are helping to identify and develop standardization solutions for innovative technologies in sectors of priority for Canada that have high growth and export potential. If Canada can set the international standards for the technologies we develop, we will gain a position of leadership and a competitive market advantage.

If we do not make innovation a priority, we may find ourselves relying on standards developed without Canadian input. That is why SCC continues to cultivate and promote standardization solutions that will help to ensure we become a nation of innovators. Our ambitious goals over the past year reflect SCC's commitment to collaborating with government and industry to kick-start the development of new and innovative Canadian-made technologies so that our nation can remain competitive in today's global economy and thrive in the years to come.

Throughout 2017–18, SCC continued its efforts to embed standardization earlier in Canada's innovation ecosystem by engaging innovators in areas that have the greatest potential economic value for Canada. We have been working to ensure standardization is considered early in the development phase of new technologies so that Canadian companies can set new standards and get products to market faster. We also remain focused on fostering strong relationships with government, research institutions, businesses and industries to develop initiatives that will help propel innovative Canadian products and services to the global stage.





“The Standards Council of Canada and standards have opened up a world of opportunity for us! We are leading and collaborating on the development of critical international standards for quantum-safe cryptography.”

MARK PECEN
CHIEF OPERATING OFFICER
ISARA CORPORATION

CREATING A “QUANTUM-SAFE” WORLD

ISARA Corporation is an Ontario-based innovative cybersecurity company specializing in creating production-ready quantum-safe solutions for today’s computing ecosystems. These solutions use algorithms that are resistant to attacks using both traditional and quantum computers.

The global threat of serious data breaches continues, and this is an important issue not only for Canadians, but for citizens and organizations around the world. Sophisticated users of security and cryptography systems, including governments and original equipment manufacturers, now insist on global standardized cryptographic solutions developed by a range of experts to instill confidence in users.

We need to change the way we protect our data now, and for the future.

SCC is working with ISARA Corporation to help address and fill current gaps and develop new global standards for quantum-safe solutions. This is the first step in ensuring that the public-key encryption infrastructure operating in some of the world’s most essential systems—from banks to governments—can be upgraded to use quantum-safe digital signature algorithms without stoppage or system duplication. With ISARA Corporation leading the development of quantum-safe cryptography standards at the European Telecommunications Standards Institute (ETSI)—where ISARA Chief Operating Officer Mark Pecen is the chairman of the Working Group on Quantum-Safe Cryptography (WG-QSC) and a founder of the group—we are helping to address this global requirement.

STRATEGIC ENGAGEMENT WITH CANADIAN INNOVATORS

This past year, Innovation, Science and Economic Development Canada (ISED) launched the Innovation Superclusters Initiative (ISI) as part of the federal government's Innovation and Skills Plan. The ISI is a first of its kind for Canada, and was designed to support business-led innovation superclusters with the greatest potential to energize the economy and become engines of growth.

Here again, SCC is focusing on our priority of helping support Canada's innovators. SCC is actively engaged in Canada's innovation ecosystem, and we are bringing our unique capabilities and strengths to bear in order to help Canadian innovations become global success stories. In 2017–18, SCC worked with key stakeholders, including ISED, to develop a Sector Engagement Strategy to support the ISI. This strategy outlines how SCC will lead the development of new international standards and conformity assessment schemes, thereby ensuring the interests and priorities of Canadian businesses are promoted and protected within those standards and schemes, as well as ensuring Canadian intellectual property and technical approaches are increasingly embedded in them.

In 2017–18, SCC collaborated with the nine shortlisted superclusters to offer standardization advice, guidance and leadership. The importance of standardization to their success was recognized, as evidenced by the fact that all of the successful ISI applicants included standardization in their applications to ISED. SCC is now working closely with ISED's five selected superclusters to ensure they have access to the standardization services and solutions that will enable them to deliver global results.

In addition, SCC is working with ISED's Strategic Innovation Fund (SIF) to provide highly promising companies with access to standardization services. The SIF, another component of the Innovation and Skills Plan, is designed to simplify application processes, accelerate processing, and provide assistance that is more responsive and focused on results. SCC is supporting companies sponsored by SIF and a similar program, ISED's Accelerated Growth Service, to commercialize their innovative technologies by providing them with our standardization expertise.

ADVANCING INNOVATIVE STANDARDIZATION PROJECTS

As part of a pilot project launched just over two years ago, SCC has been working on three projects to facilitate the development of international standards in sectors of strategic importance to Canada. By working with the innovators behind these made-in-Canada ideas, SCC was able to help all three have their standards proposals approved for development under their respective international technical committees. As a result, these Canadian innovators are spearheading the development of the resulting international standardization solutions, and will be able to shape global marketplace rules that support of Canadian business interests.

Getting these standardization proposals onto committee work plans was just the beginning of SCC's ongoing engagement with innovative companies. Building on the success of the three pilot projects, SCC began a program to help additional innovators through standardization. SCC's Innovation Program is an ambitious five-year plan to offer standardization support to 63 innovation proposals. In 2017–18, SCC identified more than 40 innovators in strategic, high-potential economic sectors, and successfully engaged many of them in the past 12 months to advance their innovation programs.

By participating in standards-setting committees to influence and steer the standards-setting process, innovative Canadian companies gain first-to-market advantage. This can help accelerate the commercialization of their ideas and facilitate global market access. SCC will continue to build on our successes and will engage more Canadian innovators to provide standardization solutions that will help them advance their technologies and compete in the global marketplace.

DID YOU KNOW?

Canadians are taking on more leadership roles in international standardization. According to SCC's Facts and Figures database, as of March 31, 2018, 181 Canadians were in leadership roles, such as International Chair, International Secretary, and International Convenor, at ISO and IEC. Standards are not neutral—they reflect the views of those who invest time and expertise in the development process. When Canadians participate and lead in the development of international standards, they help Canada's entrepreneurs succeed on the global stage.

TOTAL MEMBERS WITH LEADERSHIP ROLES PARTICIPATING WITH ISO/IEC



CANADIAN LEADERSHIP

To ensure that innovative Canadian ideas, products and services succeed in today's highly competitive market, it is critical that Canada remains a leader in standardization. As the leader of Canada's standardization network, SCC plays a critical role in representing our country and advancing solutions on regional and international forums. We also manage the participation of Canadians on the technical committees that matter most to Canada. In 2017–18, SCC focused on delivering results through a strong Canadian voice nationally, regionally and internationally and ensured we had the most qualified experts to participate on Canada's behalf.

REGIONAL COLLABORATION IN A GLOBAL ENVIRONMENT

Participation in regional standardization organizations is a critical part of SCC's vision to be an international standardization leader. This past year, SCC continued to build on its reputation as a regional leader and trusted advisor by strengthening its collaboration and strategic involvement with important regional standardization bodies, such as the Pan American Standards Commission (COPANT) and the Pacific Area Standards Congress (PASC).

In 2017–18, SCC hosted the annual meetings of the ISO Committee on conformity assessment (ISO/CASCO) as well as those of COPANT and PASC in Vancouver. Canada's profile among members of these organizations increases each time we host these events, and SCC's reputation as a trusted advisor and world-leading national standards body is enhanced.

By hosting the COPANT and PASC meetings consecutively, SCC demonstrated our leadership in bringing regions together for mutual benefit, an important goal which was reflected in the meetings' theme, *Regional Collaboration in a Global Environment*. SCC has an ongoing commitment to regional cooperation in standardization, between individual countries within regions, and between regional standardization organizations will benefit all of us and support greater standardization alignment. During the meetings, we hosted a joint innovation workshop to showcase SCC's work in developing and implementing an innovation program and to share lessons learned and best practices to help members enable and commercialize innovative solutions through standardization.



IMPROVING EFFICIENCY AND EFFECTIVENESS IN THE GLOBAL POWER UTILITY SECTOR... AND BEYOND

TESCO Automation, part of the Tesco Group of Companies operating in Canada and the United States, delivers consulting, design, configuration and testing support services, as well as training, to the global power system sector.

Power stations operate by using various systems and software but there is no consistency in the way this type of information is currently displayed. By standardizing the software and images used to run the systems in power utilities, TESCO Automation realized they could run more efficiently and operators could be trained more quickly. Not only would standardization thereby reduce risk, but it would also enhance interoperability and reduce reconfiguration requirements. Engineering time could potentially decrease from months to minutes, resulting in huge time and financial savings for power stations.

For companies like TESCO Automation that service this sector, a standardized approach (versus needing to learn, configure, install and train on multiple systems) also means it can compete faster and more effectively. And, getting involved in the development of the very standard that would help shape the industry—and demonstrating how companies can save time and money—gives TESCO Automation a critical competitive edge.

SCC has been working with TESCO Automation to facilitate their participation in the relevant IEC committees responsible for developing an international standard to fill this industry gap.

Participating in—and leading—international standards development not only enables Canadian businesses to help shape and influence their markets, but also exposes them to key stakeholders, regulators and potential customers for their innovative products, technologies and services.

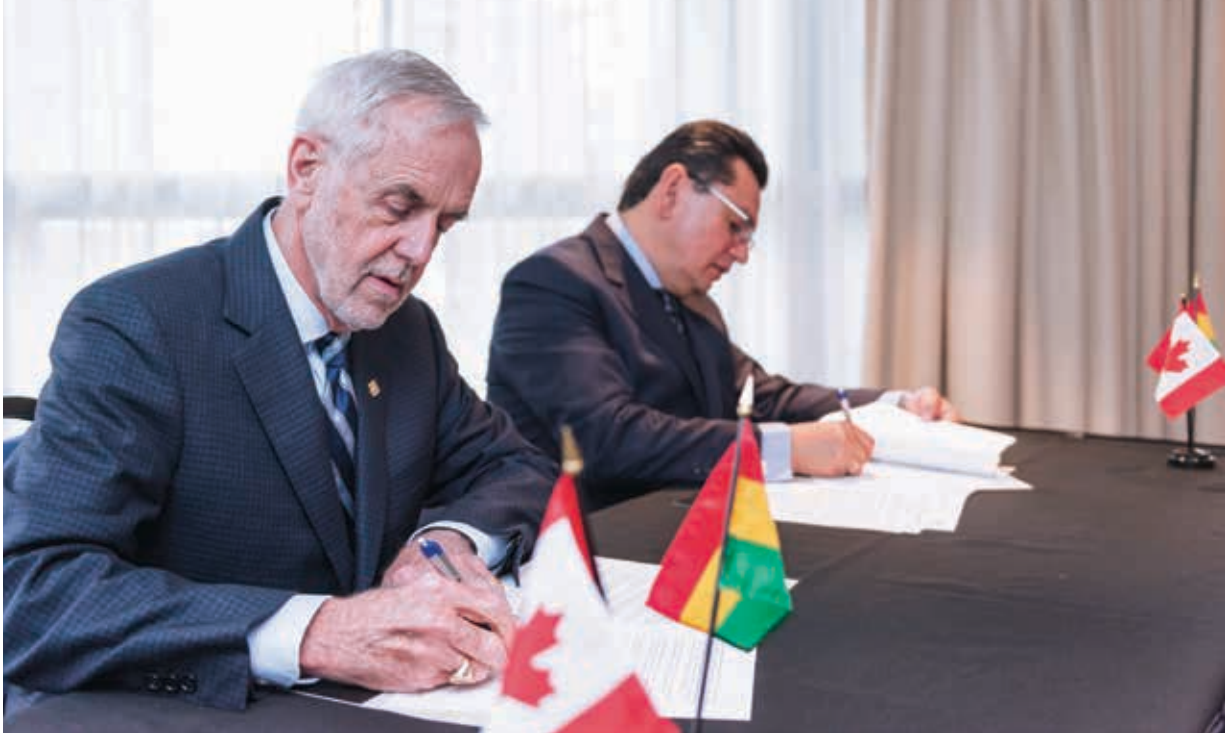


"Participating in standards development helps us shape the global market for our services. And standardizing HMI will help our clients save time and money!"

DUSTIN TESSIER
MANAGING DIRECTOR
TESCO GROUP

BUILDING ON OUR RELATIONSHIP WITH BOLIVIA'S NATIONAL STANDARDS BODY

In May 2017, SCC signed a cooperation agreement with the Instituto *Boliviano de Normalización y Calidad* (IBNORCA), the national standards body of Bolivia. This agreement is designed to facilitate the exchange of information on standardization and improve the mutually beneficial relationship between SCC and IBNORCA. SCC CEO John Walter, left, and IBNORCA President Daniel Sanchez signed the agreement on behalf of their respective organizations.



At the meetings, building on our reputation as a leader in standardization, SCC signed a cooperation agreement with the *Instituto Boliviano de Normalización y Calidad* (IBNORCA), the national standards body of Bolivia. The agreement will facilitate the exchange of information between the organizations, and further improve the mutually beneficial relationship between SCC and IBNORCA.

Strong relationships and alliances within international standardization bodies are critical to SCC's ability to deliver on government priorities to strengthen exports and help companies grow. SCC continued to strengthen existing relationships with other standardization bodies in the Americas and Asia Pacific, enhancing our reputation as a regional leader and increasing our ability to advance solutions internationally and deliver results for Canadians.

ENCOURAGING REGIONAL COOPERATION

In May 2017, SCC hosted the annual meetings of the Pan American Standards Commission (COPANT) and the Pacific Area Standards Congress (PASC) in Vancouver, British Columbia.



EMBRACING OUR ROLE AS A TRUSTED ADVISOR

In October of 2017, SCC signed a cooperation agreement with Peru's national standards body, the *Instituto Nacional de Calidad* (INACAL). The agreement outlined an opportunity for SCC to share knowledge and assist in capacity-building for INACAL, and may lead to an attestation of their compliance to requirements for Non-Domestic Standards Development Organizations (SDOs).

This innovative initiative follows a similar capacity development project successfully conducted with the *Instituto de Normas Técnicas* (INTECO), Costa Rica's national standards body, in 2016. As part of the agreement with INTECO, SCC provided an attestation of their compliance against prescribed requirements that align with provisions in the World Trade Organization Technical Barriers to Trade Agreement. This work is part of SCC's ongoing commitment to be a trusted advisor and regional leader, and our capacity to provide meaningful and reliable guidance is recognized by our neighbours.

COOPERATION AGREEMENT WITH PERU'S NATIONAL STANDARDS BODY

In October 2017, Rocío Barrios Alvarado, the Presidenta Ejecutiva of Peru's *Instituto Nacional de Calidad* and Chantal Guay, SCC Vice-President, Standards and International Relations, signed a Cooperation Agreement on behalf of their respective organizations.



SIMPLIFYING TRADE WITH THE EUROPEAN UNION

The landmark Canada-European Union Comprehensive Economic and Trade Agreement (CETA) was approved by Canadian and European parliaments in 2017. It is a modern and progressive agreement that will reinforce the strong linkages between Canada and the EU. According to Global Affairs Canada, CETA will create vast new opportunities across Canada and the EU, opening new markets for our exporters and forging closer links between our economies.

In support of the agreement, SCC has developed a stakeholder engagement strategy to identify key sectors that should be prioritized in order to bolster trade between Canada and the EU and offer the greatest benefit to Canadians. We are leveraging our cooperation agreement with the European co-operation for Accreditation (EA), which was signed in 2016, to facilitate the implementation of the CETA's Conformity Assessment (CA) Protocol. The protocol is designed to allow for the mutual acceptance of test results and product certifications by Canadian and EU-recognized bodies and will ultimately help Canadian companies by supporting increased trade between Canada and the EU.



WHAT IS CETA?

The Canada-European Union (EU) Comprehensive Economic and Trade Agreement, or CETA, is a ground breaking trade agreement that will provide Canadian businesses with access to the world's largest market, as the EU represents more than 500 million people in 28 countries and a combined GDP of \$20 trillion.

In support of CETA implementation, SCC is working with the European co-operation for Accreditation (EA) to facilitate the implementation of the CETA's Conformity Assessment Protocol. The protocol is designed to allow for the mutual acceptance of test results and product certifications by Canadian and EU-recognized bodies and will ultimately help Canadian businesses by simplifying trade with the EU.

In 2017–18, SCC and EA developed a framework for mutual recognition of accreditation to be applied to the product categories included in the CETA CA Protocol. As an initial step, SCC and EA established mutual recognition of accreditation for equipment used in potentially explosive atmospheres (ATEX equipment). This pilot project helped advance and refine the development of the framework for mutual recognition of accreditation. The implementation of the second product category is now underway. SCC will continue working with EA and other relevant stakeholders to advance the implementation of the CETA CA Protocol to deliver benefits for Canadian industry and consumers.

SCC is also working to increase our collaboration with the European Committee for Standardization (CEN) and the European Committee for Electrotechnical Standardization (CENELEC), the bodies responsible for standardization in Europe. SCC is a companion standards body with CEN, and in 2017–18 we established a presence on four CEN technical committees, with applications for other committees still outstanding. Having a Canadian presence on these CEN committees, SCC may also apply to CENELEC for recognition as a companion standards body next year.

We expect that our presence on CEN committees will create new opportunities for Canadian businesses by providing insight on standards-related strategic developments in Europe. For example, SCC assisted an innovative Nova Scotia-based company called CarbonCure in becoming an observer on relevant European standardization technical committees for concrete specifications. By supporting technical alignment within major European markets and allowing Canadian stakeholders to participate in European decision-making forums, SCC is supporting government priorities by leveraging our international relationships and providing growth opportunities for Canadian businesses.



SUPPORTING CANADA'S ENGAGEMENT WITH CHINA

Canada and China enjoy strong and longstanding cultural and people-to-people ties, as well as a robust economic relationship. China is Canada's second-largest trading partner, and our trading relationship is growing.⁷ This trading relationship could be expanded even further through standardization cooperation, and SCC is continuing to support the federal government's engagement with China.

In July 2017, a delegation from SCC conducted a highly successful relationship-building trip to China. The meetings featured an interactive session at the Canadian embassy hosted by The Honourable John McCallum, Canada's Ambassador to China. SCC also met with the Standardization Administration of China (SAC) to review and continue implementing our Cooperation Arrangement, and agreed to hold annual meetings and to move forward in establishing a bilateral working group to discuss standardization and alignment strategies.

During this trip, the SCC delegation also met with the Certification and Accreditation Administration of China (CNCA), China's national conformity assessment body. SCC and CNCA discussed opportunities to work together in areas of mutual benefit, and both sides agreed to continue building our relationship.

In November 2017, SCC hosted representatives from China's General Administration of Quality Supervision, Inspection and Quarantine (AQSIQ) to discuss how ongoing cooperation on standardization between Canada and China can help to facilitate bilateral trade. During the meeting, SCC also introduced senior AQSIQ officials to representatives from Canada's Department of Innovation, Science and Economic Development (ISED). ISED and AQSIQ are the government departments responsible for overseeing standardization activities in their respective countries.

⁷ Source: Government of Canada: China Factsheet, available at http://www.canadainternational.gc.ca/china-chine/bilateral_relations_bilaterales/China-FS-Chine-FD.aspx?lang=eng

In the meeting between SCC and AQSIQ, it was agreed that SCC will continue to leverage its Cooperation Agreement with SAC to work together to develop international standards in innovative sectors, where feasible. This cooperation is especially important as the trade relationship between Canada and China continues to grow. Another trip to China is planned for May 2018, during which representatives from SCC will meet once again with SAC, CNCA and AQSIQ.



Additionally, in 2017–18, SCC’s CEO John Walter participated as an advisor on the China Standardization Expert Committee (CSEC). SCC is also participating in the Canada-China Joint Committee (CCJC) on Science, Technology and Innovation Cooperation, which was established to facilitate collaboration and cooperation between the governments, private enterprises and academia of both countries within defined priority sectors. These roles allowed Mr. Walter the opportunity to influence Canada’s strategic direction when it comes to collaborating with China in the areas of science, technology and innovation.

Through ongoing engagement with Chinese standardization bodies, SCC is supporting government priorities to diversify Canada’s trade portfolio. When we facilitate trade for Canadian exporters through standardization solutions, we help them scale up and go global, setting set the stage to support Canada’s long-term economic growth.

FACILITATING TRADE THROUGH STANDARDIZATION

In November 2017, SCC was pleased to welcome representatives from China’s General Administration of Quality Supervision, Inspection and Quarantine (AQSIQ) to discuss how ongoing cooperation on standardization between Canada and China can help to facilitate bilateral trade. During the meeting, SCC also introduced senior AQSIQ officials to representatives from Canada’s Department of Innovation, Science and Economic Development (ISED).

Through ongoing engagement with Chinese standardization bodies, SCC is supporting government priorities to diversify Canada’s trade portfolio. When we facilitate trade for Canadian exporters through standardization solutions, we help them scale up and go global, setting set the stage to support Canada’s long-term economic growth.

MAPPING THE INDOOR WORLD

Mappedin is an innovative company based in Ontario. Its platform allows property owners and managers to maintain accurate maps of indoor spaces, enabling a best-in-class wayfinding experience for their visitors and consumers. The platform gives users the ability to efficiently manage and present spatial data for their properties through a number of different mediums, as well as associated data analytics. Mappedin's main customers are major real estate investment trusts (REITs) from around the globe, and the platform can be used for other spaces as well, such as commercial office space and health care locations.

Along with growing competition from online retailers, there is consumer demand for a physical world experience that mirrors the online world; one that is informed, customized, and frictionless. Brick and mortar retailers must find a way to digitize their property data, keep that data up to date, and integrate it into digital consumer experiences. Currently, however, there is no consistency between mapping tools, digital maps offered by service providers and property owner maps. This lack of consistency and interoperability creates inefficiencies across the industry.

"Our work with the Standards Council of Canada and retail REIT leaders to create indoor mapping standardization solutions has built the initial stepping stones to incredible indoor experiences!"

HONGWEI LIU
FOUNDER AND CHIEF EXECUTIVE OFFICER
MAPPEDIN

SCC has been working with Mappedin to develop standardization solutions that will address the lack of consistency and compatibility. This includes leading the creation of an industry consortium of major mall facility owners and digital device providers from around the world to collaboratively create solutions to address common challenges identified by members. Taking a leadership role in bringing independent operators together to create a mutually beneficial standard will create an increased level of quality for the indoor mapping industry.

The standard would specify an interoperable format to represent indoor spaces. It would be used uniformly by providers of indoor mapping tools as well as digital device and service providers. The standard would provide performance requirements for displaying relevant information of indoor spaces to enable the production of consistent and accurate indoor maps to allow effective navigation for any indoor space.



VALUE TO CANADA

Everything SCC does is in support of its mandate to lead a strong standardization network that protects consumers, promotes domestic and international trade, supports sustainable development and advances Canada's national economy. To position Canada for the future, SCC has made it a priority to ensure that standardization effectively delivers results that help accomplish the objectives and strategies of both government and industry.

ENHANCING CANADIAN LEADERSHIP IN INTERNATIONAL STANDARDS DEVELOPMENT

As Canada's member body to the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC), SCC knows we must be innovative, responsive and efficient in our approach to international standards development. To this end, in 2017–2018 SCC updated our International Standards Development (ISD) Program in order to enhance Canadian leadership, promote Canadian innovative solutions, and increase our flexibility when responding to new challenges.

In reviewing the ISD Program, SCC consulted extensively to gather the insights of stakeholders across the standardization network. Approximately 80 pages of comments were received through this consultation period. They were carefully considered and integrated into the updated program documents, which were adapted to suit the needs of stakeholders. The changes to the ISD Program will extend the ability of other organizations to administer mirror committees, mandate committee leadership succession planning, add flexibility for participation in standardization bodies beyond ISO and IEC, and introduce new efficiencies and improved guidance.

These new measures will ensure SCC can continue to nimbly assess and respond to Canada's standardization priorities, promote the goal of one *standard, one test... accepted everywhere*, and ensure stakeholder needs are met. Ultimately, this more dynamic program will ensure SCC continues to deliver value to Canada by improving support for Canadians who participate in international standards development.

MAKING CANADIAN STANDARDS DEVELOPMENT MORE INNOVATIVE, RESPONSIVE AND EFFICIENT

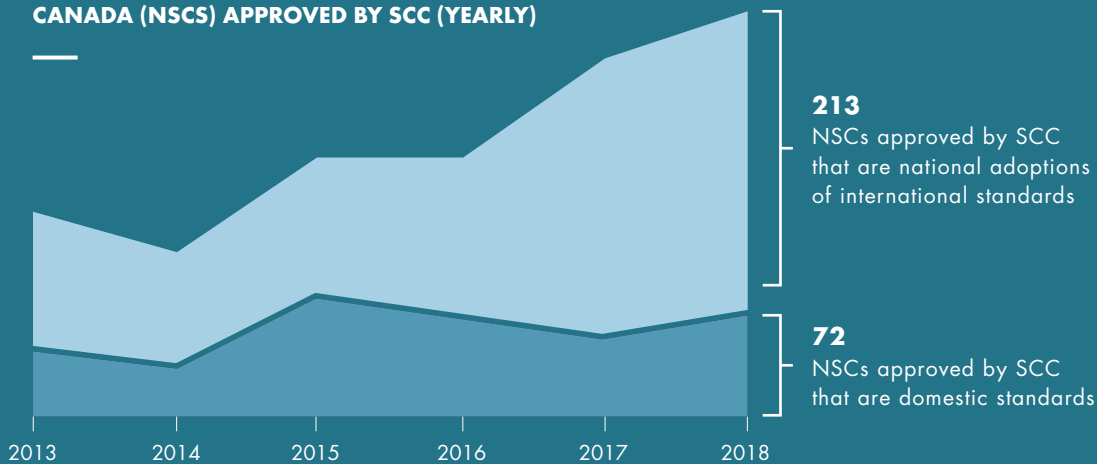
In 2017–18, SCC began to realize the benefits of our more efficient and simpler process for the publication and approval of National Standards of Canada (NSCs). The NSC designation certifies that a standard meets certain requirements, and NSCs provide value by offering regulators a tool with demonstrated credibility.

The modernized Canadian Standards Development (CSD) Program was based on the expressed needs of stakeholders. Changes were focused on provisions for the self-declaration of compliance for National Standards of Canada by SCC-accredited standards development organizations (SDOs), updates to the duplication resolution process to include more proactive SCC facilitation of complaints and simplified and clarified program requirements.

DID YOU KNOW?

SCC has sought to efficiently adopt international standards, to ensure Canada's competitive edge on the global stage.

TOTAL NUMBER OF NATIONAL STANDARDS OF CANADA (NSCS) APPROVED BY SCC (YEARLY)

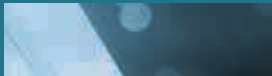


DID YOU KNOW?

As the leader of Canada's national standardization network, SCC coordinates the participation of stakeholders in mirror committees that represent Canadian interests in regional or international standardization forums. These stakeholders, whom we refer to as **members**, volunteer their time, skills, knowledge and energy to contribute to the development of standards in areas of priority to Canada.

According to SCC's Facts and Figures database, as of March 31, 2018, SCC managed the participation of 3,189 Canadian members across all international standards development committees.

2,849
2014



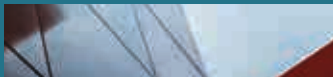
3,049
2015



3,153
2016



3,276
2017



3,189
2018



SCC began the implementation of the new CSD Program in April 2017. During the implementation period, we continued to support SDOs as they incorporated these new opportunities into their operations. By the end of fiscal year 2017–18, one SDO had obtained self-declaration status and three others began using the updated CSD Program requirements.

By implementing these improvements, SCC, as the leader of Canada's standardization network, is ensuring that Canada continues to be innovative, responsive and efficient in its approach to standards development. All NSCs continue to be developed under SCC oversight to guarantee they are based on consensus, involve a balanced committee of stakeholders, follow international best practices, promote international harmonization, and meet the needs of Canada and Canadians.

INVOLVING AND SUPPORTING THE BEST MINDS IN CANADA IN INTERNATIONAL STANDARDIZATION

Throughout 2017–2018, SCC worked to optimize and strengthen the services offered to members to ensure they have the support required to fully and effectively represent Canada in international standards forums. Although the member survey satisfaction rate of 72 per cent exceeded the target, there are always opportunities to improve the ways SCC supports our members on international technical committees.

Improvements to the SCC membership program, to be implemented over a three-year period, will cover the full relationship, from attracting qualified members to training and investing in their development, and to providing resources through a member-services website. By engaging new, and empowering long-time, members, SCC is working to optimize and strengthen its program to equip participants in standards-setting activities to deliver maximum value for Canada.



“Questor is delighted to be working with the Standards Council of Canada to find standardization solutions to help us increase sales of our solar-powered incinerators.”

AUDREY MASCARENHAS
PRESIDENT AND CHIEF EXECUTIVE OFFICER
QUESTOR TECHNOLOGY

DELIVERING CLEAN COMBUSTION TO THE WORLD

Questor Technology Inc. is an innovative Canadian clean tech company in Alberta that specializes in the design, sale and rental of high-efficiency, solar-powered waste gas incinerators that are deployed around the world. These combustors, used primarily in the oil and gas sector, are one end-of-pipe method used to limit air pollutant and greenhouse gas emissions.

The Paris Agreement is driving demand for equipment used to reduce greenhouse gases. With varying degrees of effectiveness, flares, incinerators and other combustion equipment can be used to control these emissions.

While standards exist for the design of flares, a similar standard does not exist for the design and performance of incinerators. This makes it difficult for companies like Questor Technology to compete on a level playing field with companies offering technology alternatives.

Protecting our environment is a priority and standards can help. That’s why SCC is working with Questor Technology to address gaps in the existing suite of standards for combustion equipment for the oil and gas sector and to bring greater market confidence in the use of this technology for pollution control. This will also set the bar for “clean combustion” of greenhouse gases and air pollutants using this type of equipment and could eventually be leveraged to set regulatory requirements or become the basis of a certification program.

When we support innovators like Questor Technology, we can be sure that a clean environment and a strong economy go hand in hand.

CANADIAN AWARD WINNERS

In 2017–18, a number of Canadian experts were recognized for their contributions to international electrotechnical standardization.

THOMAS A. EDISON AWARD

The Thomas A. Edison Award recognizes exceptional achievement, dedicated service and significant contributions to the IEC through the effective management of Technical Committees or Subcommittees by their officers, or by officers of IEC Conformity Assessment Systems and their subsidiary bodies.

Mr. Joe Gryn

For his contributions as Chair of the IEC System of Conformity Assessment Schemes for Electrotechnical Equipment and Components (IECEE) Peer Assessment Committee (PAC), and in recognition of his outstanding record of achievements in the IEC Conformity Assessment work. He is the fifth Canadian to win the prestigious award since its inception.



Pictured from left to right:
John Walter, SCC CEO; Jacques Régis,
CANC/IEC President; Shawn Paulsen,
2017 1906 Award winner; James
Shannon, IEC President; Chantal Guay,
SCC Vice-President, Standards and
International Relations Branch

IEC 1906 AWARD

The IEC 1906 Award recognizes the contributions of international experts to a project or activity that significantly contributes to advancing the work of the IEC.

Mr. Ryan Nicoll

Expert of IEC TC 114: Marine Energy – Wave and Tidal Energy Converters

For the significant leadership he provides to IEC TC 114, as convenor of AHG 6 and Canadian Head of Delegation.

Mr. Steven Lawrence

Expert of IEC TC 108: Safety of Electronic Equipment within the Field of Audio/Video, Information Technology and Communication Technology

For using his industry experience and knowledge over many years to help IEC TC 108 reach meaningful decisions on the technical requirements that are included in IEC 60065 and IEC 60950-1.

Mr. Alfred M. Dolan

Expert of IEC TC 62: Electrical Equipment in Medical Practice

For his exemplary leadership of IEC TC 62/SC 62A/JWG 1 with ISO TC 210.

Ms. Brigitte Boyer

Expert of IEC TC 4: Hydraulic Turbines

For her valuable technical contributions to IEC/TC4 working groups, including to the development of IEC 60193.

Mr. Gilles Proulx

Expert of IEC TC 4: Hydraulic Turbines

For his extensive technical and administrative contributions to IEC 60041.

Mr. Shawn Paulsen

Expert of the IECEE: IEC System of Conformity Assessment Schemes for Electrotechnical Equipment and Components

For his commitment to promoting the IECEE, and the IEC, for the last six years, and also as convenor of a number of strategic IECEE Working Groups/Task Forces.

SUPPORTING THE CANADIAN FREE TRADE AGREEMENT

Federal, provincial and territorial governments are committed to implementing the Canadian Free Trade Agreement (CFTA) in order to remove internal trade barriers. Canadian provinces and territories often have different rules, requirements and certifications that can create internal barriers to trade. These barriers restrict the mobility of some products, tradespeople and certified professionals. Aligning standards and conformity assessment requirements across the country is one area SCC is working hard with provinces and territories to advance, with the aim of reducing red tape for businesses and offering greater choices and lower prices for consumers.

To remove unnecessary trade barriers and encourage the freer flow of goods and workers within Canada, SCC is focused on identifying and supporting the alignment of standards in priority sectors. By working with governments to monitor standards referenced in regulation, SCC is promoting cooperation between provinces and territories with the aim to align standards and reduce duplicative certification requirements across jurisdictions. In the process, we are supporting free trade within Canada and making Canadian businesses more competitive in the global marketplace.

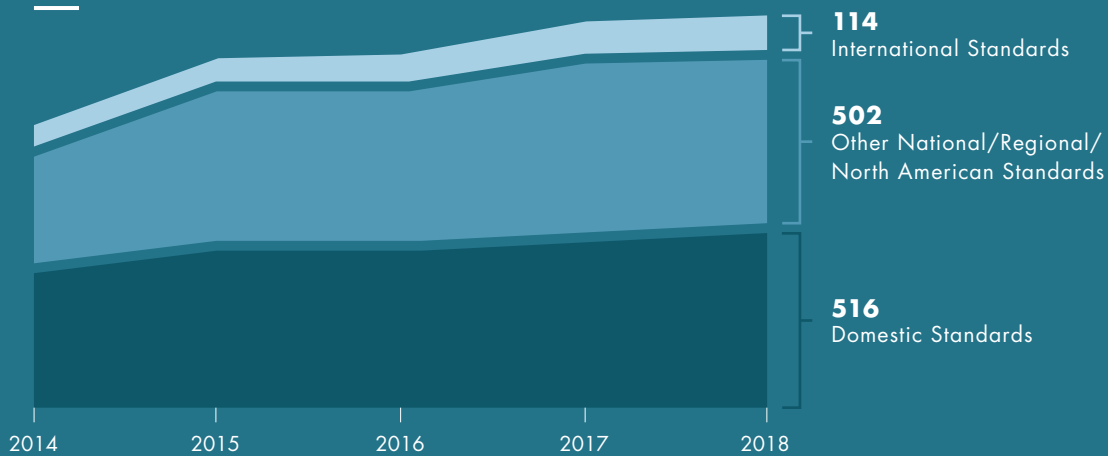
By working with and encouraging cooperation between the Provincial-Territorial Advisory Committee (PTAC), the National Public Safety Advisory Committee (NPSAC) and the Standards Development Organizations Advisory Committee (SDOAC), SCC is supporting efforts to align standards and regulations across Canada, in support of CFTA implementation. These actions enable regulatory reconciliation, the process through which governments can harmonize their regulations and eliminate internal trade barriers.



DID YOU KNOW?

SCC's Monitoring Standards in Regulations (MSR) Program has identified 1,132 references to standards in 139 Canadian federal regulations, as of March 31, 2018. Identifying references to standards in regulations is the first step in identifying opportunities for alignment in order to remove unnecessary trade barriers and encourage the freer flow of goods and workers within Canada.

NUMBER OF REFERENCES TO STANDARDS IN CANADIAN FEDERAL REGULATIONS



SCC has completed inventories of standards incorporated by reference in the regulations of all participating provinces and territories. We are now working with PTAC to encourage discussions between provinces and territories that would identify opportunities to harmonize regulations in sectors in which regulatory reconciliation could offer the greatest benefits for Canadian businesses.

One example of SCC's work on internal trade relates to the Canadian registration number (CRN) requirements for boilers and pressure vessels across Canadian jurisdictions. To be used across Canada, a boiler or pressure vessel undergoes multiple review and registration processes (one for each province and territory). These processes can require thousands of dollars and lead to delays of weeks or months before the product gets to market.

SCC has worked with NPSAC, PTAC, technical experts and regulatory stakeholders in an effort to identify a possible common approach for the CRN. By engaging these various stakeholders from Canada's national standardization network, SCC is leading the important effort to eliminate unnecessary trade barriers that cost Canadian businesses and consumers both time and money.

WHAT IS THE CFTA?

The Canadian Free Trade Agreement (CFTA) is an intergovernmental trade agreement that seeks to reduce or eliminate barriers to the free movement of persons, goods, services and investments within Canada and offer better access, prices and opportunities to Canadians.

A key priority in the implementation of the CFTA is the alignment of standardization requirements in codes and regulations. When different provinces or territories reference different standards in regulations for similar products, it can create unnecessary technical barriers to trade that can increase the cost to consumers. To promote free trade in Canada, SCC is working closely with the federal government and participating provinces and territories through initiatives like our Monitoring Standards in Regulations (MSR) database. The MSR database tracks information about standards referenced in regulations across different Canadian jurisdictions, which simplifies the identification and elimination of potential trade barriers.

INCREASING COLLABORATION WITH REGULATORY STAKEHOLDERS

As the leader of Canada’s standardization network, SCC must continue to innovate and improve our own processes so we continue to provide value to Canada. That is why SCC is forging stronger relationships with regulatory advisory bodies to ensure that standards, conformity assessment procedures and other regulatory tools are up-to-date and aligned across the country.

In 2017–18, SCC began implementation of its memoranda of understanding with the Canadian Advisory Council on Electrical Safety (CACES), the Interprovincial Gas Advisory Council (IGAC) and the Canadian Regulatory Council on Plumbing (CRCP). By providing secretariat services for meetings held by these Regulatory Authority Advisory Bodies (RAABs), SCC will be able to better coordinate activities and decisions on standards, conformity assessment procedures, and other recognized documents in their respective sectors. This is an important step forward in our ongoing work to modernize standards governance in Canada and to ensure Canada’s standardization network is functioning as effectively as it needs to.

Moving forward, SCC plans to continue strengthening our relationship with RAABs to help ensure that regulations are better aligned and up to date.

ENHANCING STANDARDIZATION GOVERNANCE

In Canada’s national standardization network, regulators do not rely strictly on standards for their requirements. Sometimes, alternative standardization solutions can effectively serve the needs of certification bodies and regulators.

An Other Recognized Document (ORD) is one of these standardization solutions. An ORD is a document developed by a certification body, in the absence of a National Standard of Canada, to establish safety and performance criteria for a new product. In 2017–18, SCC engaged with RAABs and SDOs in order to develop and implement a modernized ORD process, which will include provisions to address legacy ORDs in need of attention.



Alternative standards solutions like these will allow stakeholders to be more nimble and responsive to changing landscapes in regulated sectors while retaining the safety, security and oversight that Canada's standardization network can provide.

In addition, SCC is enhancing the standards framework for incorporating alternative standards deliverables. This framework will call for increased SCC oversight of these documents and their use in Canada's standardization network. In collaboration with key stakeholders, SCC will develop this framework and identify an approach to enhance its effectiveness.

ADAPTING INFRASTRUCTURE TO CLIMATE CHANGE IMPACTS

Protecting Canadian communities from the challenges of climate change is a key priority of the Government of Canada. To support this priority and meet the urgent need to ensure Canada's infrastructure is climate-ready, SCC has initiated a program to support updates to a broad range of existing standards currently referenced in federal, provincial and territorial regulations and codes. SCC will give stakeholders the information they need to insert climate considerations into critical new or updated infrastructure standards. In 2017–18, SCC commenced the process to update five critical infrastructure standards as a first step in this ongoing program. Updating these standards will help ensure Canadian infrastructure can withstand the impacts of extreme weather conditions and a changing climate.

SCC has also continued to invest in new standards. This work has focused on standards to support infrastructure and communities in Canada's North, a region particularly vulnerable to the impacts of climate change. SCC is working with experts from the Northern Advisory Committee (NAC) to facilitate the development of seven standards in areas such as wastewater treatment, selection of foundation types, fire resistant building materials, high wind adaptation techniques, and erosion protection in northern communities. The work for four of these solutions, being developed by SCC-accredited SDOs, moved forward in 2017–18; three new standards (on wastewater treatment in northern communities, fire resilient building design in northern communities, and erosion protection for community infrastructure in northern communities) are underway, and the fourth solution is an updated technical guideline on infrastructure in permafrost. These products will deliver more standardization solutions to protect northern infrastructure from climate change impacts.

By leveraging the expertise of regional stakeholders through the NAC, SCC is making real progress toward establishing roadmaps and identifying solutions to reduce the North's vulnerability and ensure the continued health and safety of all Canadians.





CLIMATE-READY INFRASTRUCTURE STANDARDS FOR CANADA'S NORTH

Canada's North is highly vulnerable to the impacts of climate change. From 2011 to 2016, SCC led the Northern Infrastructure Standardization Initiative (NISI) to address the unique circumstances found in Canada's North through the effective use of standards. This program resulted in five new National Standards of Canada that are helping address unique challenges for northern infrastructure.

Building on the success of NISI, SCC is continuing our work to provide standardization solutions that can safeguard northern infrastructure in a changing climate. As part of our Adapting to Climate Change infrastructure program, SCC will be developing seven more standards or technical specifications on northern infrastructure.

SCC is also pioneering a new program to help develop standardization guidance on weather data, climate information and climate change projections, in support of the Government of Canada's priority to adapt infrastructure to climate change impacts. A new research report titled *Standardization Guidance for Weather Data, Climate Information and Climate Change Projections*, supported by SCC and conducted by Ouranos, a Montreal-based consortium on regional climatology and adaptation to climate change, examines the state of climate information in our country and highlights how it can be integrated into infrastructure design decisions to make us more climate resilient and better able to adapt to a changing climate. The report is based on interviews with experts in the field, and recommends several standardization priorities for gathering and using weather and climate data in the infrastructure design process to ensure that Canadian infrastructure is better protected against climate change impacts.

In addition, in September 2017, SCC funded a report on how to help Canadians protect their greatest asset—their homes—in the face of a changing climate. *Preventing Disaster Before It Strikes: Developing a Canadian Standard for Flood-Resilient Residential Communities*, identified 20 best practices to design and build new residential communities that are more flood resilient. The research was conducted by the University of Waterloo’s Intact Centre on Climate Adaptation with support from SCC and it involved consultations with municipal and provincial stormwater management experts, policymakers, engineering consultants, developers, insurers and homebuilders. SCC is working to develop these recommendations into a National Standard of Canada.

Standardization solutions can help Canada adapt to the impacts of climate change, and the examples above demonstrate how they do so. By engaging in this effort in multiple ways, SCC is working to provide tools that will help mitigate the impacts of extreme weather conditions and a changing climate.

DELIVERING VALUE-ADDED ACCREDITATION SERVICES

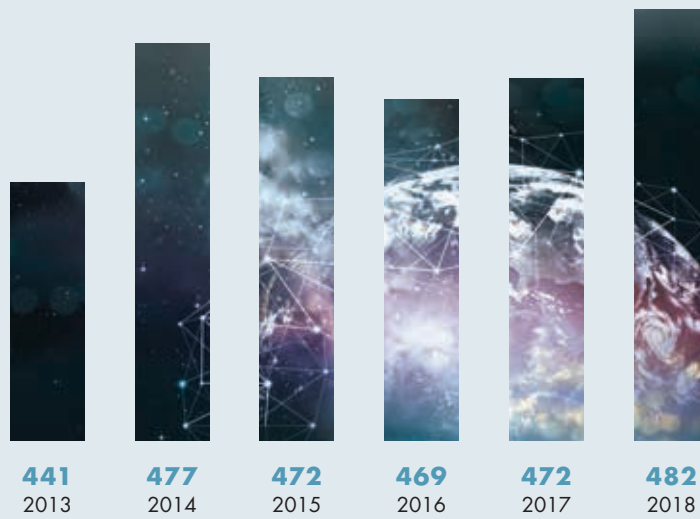
SCC’s Accreditation Services Branch (ASB) helps strengthen the quality of products, systems and services used by Canadians every day by offering in-depth technical expertise that is part of a strong and effective standardization network. Accreditation provides evidence of quality and safety, brings global recognition and offers competitive advantage to customers—all while serving consumers through rigorous testing and monitoring.

In 2017–18, a team of international peers evaluated SCC to once again confirm and renew our status as a signatory to the Inter-American Accreditation Cooperation (IAAC) and the Asia-Pacific Laboratory Accreditation Cooperation (APLAC) international arrangements, which facilitate trade through the mutual recognition of accreditation. The results of this evaluation were the best we have ever received from an international peer evaluation. The evaluators noted several opportunities for process improvements that SCC worked quickly to implement, ensuring our accreditation services continue to offer exceptional service to our clients and value to Canada.

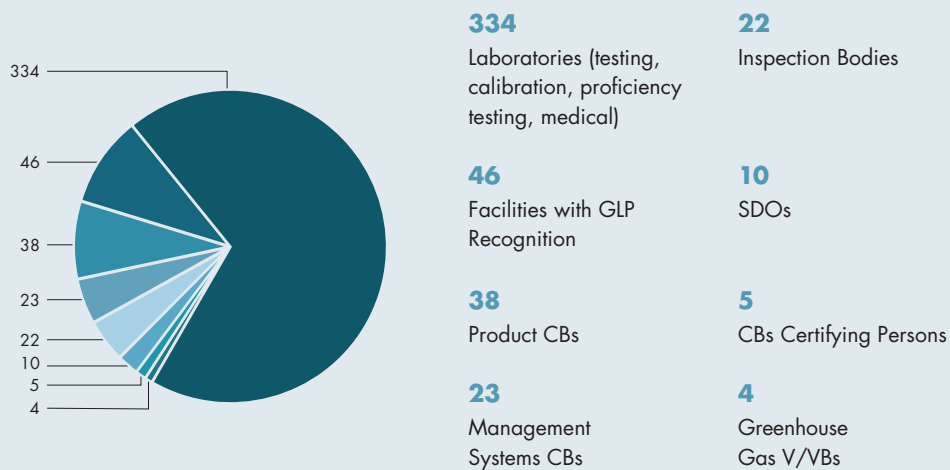


ACCREDITATION SERVICES AT A GLANCE

NUMBER OF ACCREDITATION SERVICES CUSTOMERS*, 2013-2018



NUMBER OF ACCREDITATION SERVICES CUSTOMERS* AS OF MARCH 31, 2018



* Includes applicants as well as customers who have been accredited or suspended.

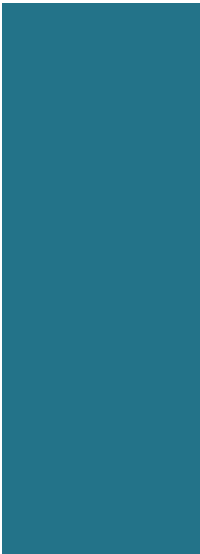
In 2017–18, SCC conducted its biennial customer satisfaction survey and combined with ongoing post-assessment customer satisfaction surveys, achieved a customer satisfaction score of 84 per cent—higher than the past two surveys, and with notable improvements in many areas of customer service. We continue to work on improving the service we provide to our clients and monitor our targets. We believe that the account management model, a more mature quality management system and stability within the accreditation services team are all contributing to better quality of service.

INVESTING IN A CULTURE OF EXCELLENCE AND INNOVATION

Throughout 2017–18, SCC remained focused on staff development, training and succession planning to ensure we maintain high performance teams that have the skills necessary to deliver value to Canada, today and in the future. To deliver on our priorities, we need to make sure we have top-quality staff, and that we develop our capacity now and into the future.

This year, SCC continued to implement our Human Resources Strategic Plan to enhance and strengthen capacity, support a high performance culture and optimize human resources infrastructure, policies and tools. As part of this plan, SCC implemented a competency-based talent management system to inform staff development plans and foster a high performance culture. We also began collecting diversity data and modified our recruitment process to support staffing that better reflects Canada's diversity.

In addition, SCC continued our mental health campaign and provided staff with wellness sessions, mental health activities, and resources and information on the importance of monitoring and attending to mental health, managed by an employee-based Mental Health Committee. Additionally, all staff began a Courageous Conversations Workshop Series with a focus on fostering effective interpersonal communications, reflecting SCC's commitment to creating an open and supportive organizational culture.





SCC'S EMPLOYEE RECOGNITION AWARDS

Each year, SCC presents Employee Recognition Awards for staff to honour their years of service and to thank them for their ongoing commitment and contributions to the organization's success.

SCC CEO John Walter, pictured at left, presented this year's awards at SCC's December Town Hall meeting for staff. Receiving awards were (from left, after CEO John Walter) David Hunter, Donna Graser, Chantal Guay, Holly Hedd and Lisa Henderson.

A decorative graphic on the left side of the page consists of several concentric, semi-circular arcs. The arcs are filled with a network pattern of white lines connecting small dots, set against a background of soft, out-of-focus bokeh lights in shades of blue, purple, and red. The overall aesthetic is modern and technological.

SECTION 4

CANADA'S INTERNATIONAL AND REGIONAL STANDARDIZATION NETWORKS



As governments around the world look to standards and accreditation as a way to improve their competitiveness, SCC's international activities will remain critical to ensuring that standardization continues to help fuel Canada's economy.

SCC plays a critical role in supporting Canadian businesses, particularly innovative organizations, as they expand and enter new export markets. By collaborating with and taking on leadership roles in national, regional and international standardization bodies from around the world, SCC helps to facilitate the trade of Canadian goods and services with these countries.

By taking on international leadership positions and being involved in key standardization committees, Canada has considerable input into governance and policy at the international level. This enables Canadian participants to improve Canada's ability to compete globally by influencing and shaping marketplace rules. SCC's CEO John Walter was elected as the president of ISO and began his two-year term on January 1, 2018.

Chantal Guay, SCC's Vice-President*, Standards & International Relations, became a member of the PASC Executive Committee in September 2017. She is also the Convener of the Strategic and Regulatory Group (STAR) with ISO's Committee on conformity assessment (CASCO), through which she participates in the Chairman's Policy and Coordination Group (CPC) of CASCO. The CPC coordinates the technical work of CASCO and assists the CASCO Chair in identifying strategic conformity assessment issues.

Jason Hergert, SCC's Vice-President, Corporate Services and Chief Financial Officer, is Canada's representative on IEC's Information Technology Advisory Group (ITAG) and ISO's Information Technology Strategic Advisory Group (ITSAG). Both advisory bodies seek to provide member-oriented advice on strategic IT matters. Mr. Hergert's role in both groups will be increasingly important as IEC and ISO further enhance their collaboration.

Regionally, SCC continues to reinforce its relationships with the Pan American Standards Commission (COPANT) and the Pacific Area Standards Congress (PASC), regional organizations that comprise the National Standards Bodies with membership in the International Organization for Standardization (ISO). In spring 2017, SCC hosted the annual meetings for both COPANT and PASC in Vancouver.

SCC is also a member of the Asia-Pacific Cooperation Forum (APCF) and the Forum of IEC National Committees of the Americas (FINCA), which represent the common regional interests of their member nations' concerns at the International Electrotechnical Commission (IEC).

As a recognized and active member of the International Accreditation Forum, the International Laboratory Accreditation Cooperation, the Inter-American Accreditation Cooperation and the Asia Pacific Laboratory Accreditation Cooperation, SCC is also strategically positioned to influence and reinforce the value of accreditation both regionally and on the international stage.

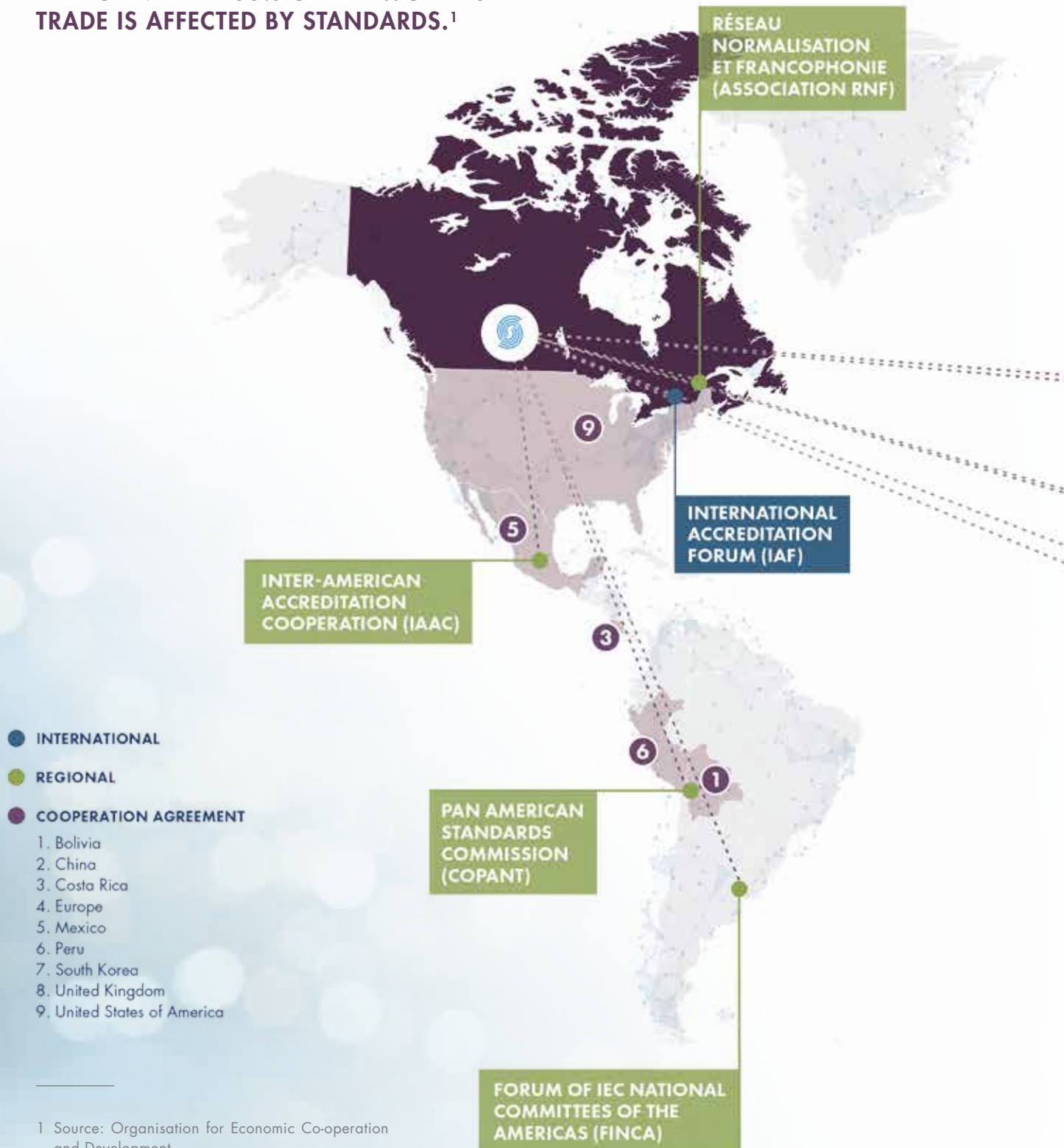
* Chantal Guay was subsequently appointed CEO of SCC on April 16, 2018.



SCC has Cooperation Agreements with Peru's *Instituto Nacional de Calidad* (INACAL, signed in 2017), Bolivia's *Instituto Boliviano de Normalización y Calidad* (IBNORCA, signed in 2017), Costa Rica's *Instituto de Normas Técnicas de Costa Rica*, the American National Standards Institute (renewed in 2017), Mexico's *Dirección General de Normas* (renewed in 2017), the United Kingdom Accreditation Service (UKAS, signed in 2017), the Standards Administration of China (SAC) and the Korean Agency for Technology and Standards. SCC also has a bilateral cooperation agreement with the European co-operation for Accreditation (EA) to facilitate the implementation of the Conformity Assessment Protocol within the Canada-European Union Comprehensive Economic and Trade Agreement. SCC also has a joint Cooperation Agreement with the European Committee for Standardization (CEN) and the European Committee for Electrotechnical Standardization (CENELEC), and is a Companion Standardization Body member with CEN.

CANADA'S INTERNATIONAL AND REGIONAL STANDARDIZATION NETWORKS

APPROXIMATELY 80% OF THE WORLD'S TRADE IS AFFECTED BY STANDARDS.¹



¹ Source: Organisation for Economic Co-operation and Development.

INTERNATIONAL ORGANIZATION FOR STANDARDIZATION (ISO)

INTERNATIONAL LABORATORY ACCREDITATION COOPERATION (ILAC)

PACIFIC AREA STANDARDS CONGRESS (PASC)

8

4

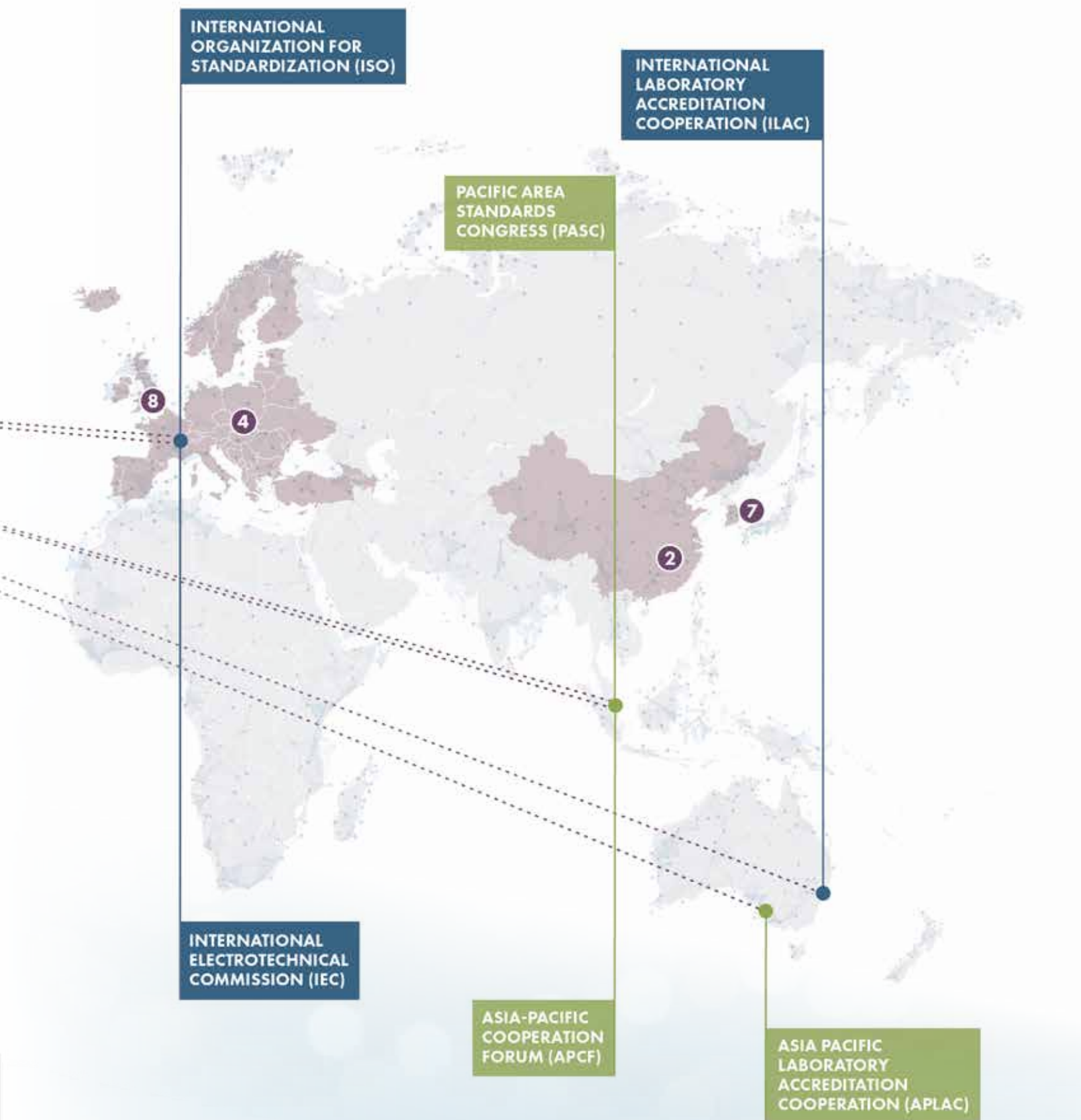
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INTERNATIONAL ELECTROTECHNICAL COMMISSION (IEC)

ASIA-PACIFIC COOPERATION FORUM (APCF)

ASIA PACIFIC LABORATORY ACCREDITATION COOPERATION (APLAC)





SECTION 5

CORPORATE GOVERNANCE

SCC is governed by a Council that reports to Parliament through the Minister of Innovation, Science and Economic Development. The Council is comprised of 13 members, ten of whom are appointed by the federal government and three other members who sit on Council by virtue of the Chair/Vice-Chair positions they hold on statutory committees established in the Standards Council of Canada Act. The Council is responsible for overseeing the strategic direction of the organization, ensuring fulfillment of the mandate and providing guidance on governance matters.

SCC's Council is appointed to represent a broad spectrum of stakeholder interests in the private sector and members have the knowledge and experience necessary to assist the Council in setting the strategic direction of the organization, providing direction on governance issues and ensuring the fulfilment of SCC's mandate. Members are responsible for ensuring that decisions are taken in the best interest of SCC.

As a matter of good governance, SCC ensures that appointed Council members have the necessary skillsets—and varied knowledge and abilities—on Council. In support of this, SCC's succession planning matters are routinely reviewed by the Corporate Governance Committee and reported at Council.

The Council has two standing committees: the Audit Committee and the Corporate Governance Committee. The Audit Committee assists Council in fulfilling its oversight responsibilities with respect to the financial management of the organization, including financial reporting, internal accounting and financial controls, budgets, the internal and external audit process, risk management, continuous disclosure practices and compliance with ethics-related, legal and statutory requirements, and other related oversight responsibilities. The Corporate Governance Committee provides support with governance policy development, recruitment strategies, training programs, monitoring of Council activities, evaluation of Council members' performance, and oversight of the Chief Executive Officer's objectives and performance, as well as Council commitments.

The Council is also supported by two advisory committees as established in the *Standards Council of Canada Act*:

Provincial-Territorial Advisory Committee (PTAC)

PTAC promotes cooperation and communication between the provinces, territories and SCC, and provincial and territorial participation in Canadian standardization activities.

Standards Development Organizations Advisory Committee (SDOAC)

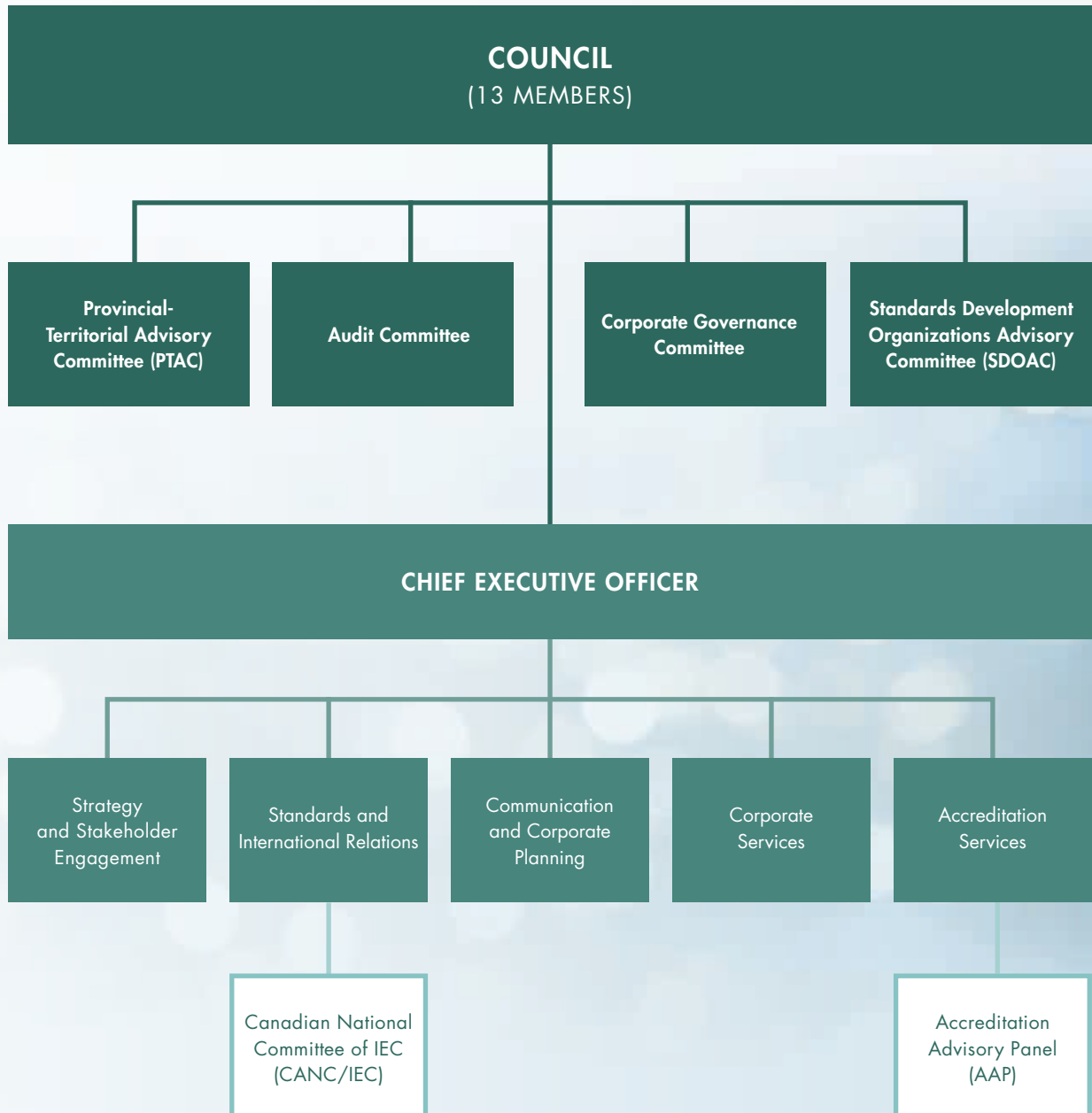
SDOAC promotes collaboration and cooperation between SCC and SCC-accredited SDOs.

COUNCIL MEMBERSHIP

The Council Chair and members were actively engaged throughout the year to ensure that SCC had the members it needed to accomplish its mission. In October 2017, Mary Cianchetti replaced Joseph Hosey as Chair of SDOAC. In November 2017, Kathy Milsom was reappointed for a second term as a member and Chair of Council. In February 2018, Jim Young began a new three-year term as PTAC Chair.

Three members of Council resigned in 2017–18: Claude Bédard in June 2017; Richard Raymond in November 2017; and Vice Chair W. A. Sam Shaw in December 2017. SCC is grateful for their stewardship and thanks all three for their time and commitment.

SCC is working closely with the federal government to recruit and select new members for Council.



SETTING STANDARDIZATION PRIORITIES

During the 2017–18 fiscal year, Council continued to focus on the important role standardization plays in driving innovation, supporting public policy objectives, offering solutions to help protect vital Canadian infrastructure and providing value to Canadian governments, industry and consumers by ensuring that standards bolster Canada’s efforts to build a more competitive and innovative economy. Council maintained a key role in setting and monitoring SCC’s strategic direction and providing advice aimed at delivering greater value to Canada through standardization. The Council also reviewed governance aspects of SCC programming, such as standards development, National Standards of Canada and accreditation program requirements.

MEMBERS OF SCC’S COUNCIL

(AS OF MARCH 31, 2018)

Kathy Milsom, P.Eng, ICD.D
President and CEO, Toronto
Community Housing Corporation
Chair

Mary Cianchetti
President of Standards at CSA Group
SDOAC Chair

Colin Clark
Chief Technical Officer,
Brookfield Renewable

Kathryn Coll
President and Managing Partner,
HR Atlantic

Glenn Feltham, PhD
President and CEO, Northern Alberta
Institute of Technology

Suzanne Gignac
Partner, Ernst & Young LLP
Audit Committee Chair



SCC's Council and CEO: (standing left to right) Sara Jane Snook, Merete Heggelund, Suzanne Gignac, Kathryn Coll, Mary Cianchetti, (seated left to right) Jim Young, John Walter (CEO), Kathy Milsom (Chair), Colin Clark and Paul Pierlot.

Merete Heggelund
Chief Administrative Officer,
City of Medicine Hat, Alberta
*Corporate Governance
Committee Chair*

Paul Pierlot
Senior Manager,
Competitiveness Initiatives
Director, Entrepreneurship Manitoba,
Government of Manitoba
PTAC Vice-Chair

Sara Jane Snook
Principal,
SJD Management Ltd.

Jim Young
Director of Environment,
Prince Edward Island Department of
Communities, Land and Environment
PTAC Chair



SECTION 6

CORPORATE PROFILE

SCC was established in 1970 as a federal Crown corporation. Its mandate is set out in its governing legislation, the *Standards Council of Canada Act*.

MANDATE

SCC's mandate is to promote efficient and effective voluntary standardization in Canada, where the law does not expressly provide for standardization activities. In particular, SCC has a mandate to:

- promote the participation of Canadians in voluntary standards activities;
- promote public- and private-sector cooperation in voluntary standardization in Canada;
- coordinate and oversee the efforts of people and organizations involved in Canada's network of standardization professionals;
- foster quality, performance and technological innovation in Canadian goods and services through standardization-related activities; and
- develop standardization-related strategies and long-term objectives 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.

STAFF AND ACTIVITIES

SCC's strategies and policies are implemented by a full-time staff of 109. The organization's work is led by its Chief Executive Officer (CEO). The CEO is supported by SCC's Executive Team that oversees operations across five branches.



STRATEGY AND STAKEHOLDER ENGAGEMENT

The Strategy and Stakeholder Engagement branch plays a leading role in the development of strategies that enable SCC to achieve results in key areas. Through the development of policy positions on cross-cutting national, regional and international issues, the branch provides advice and support to the CEO, senior management, Council, and other SCC branches. The Strategy and Stakeholder Engagement branch also works to identify and define the conditions required for Canada to optimize its use of standardization.

ALL STAFF

68 WOMEN
41 MEN



SENIOR LEADERS

15 WOMEN
14 MEN



SCC ORGANIZATIONAL GENDER BREAKDOWN

To ensure that SCC meets its strategic priorities, the Strategy and Stakeholder Engagement branch develops engagement strategies and provides advice to address stakeholder objectives. The branch regularly interacts, and consults, with a variety of stakeholders including federal, provincial and territorial governments, as well as industry, to drive the implementation of strategic objectives. The branch also provides secretariat functions to PTAC and NPSAC.

STANDARDS AND INTERNATIONAL RELATIONS

The Standards and International Relations branch facilitates Canada's participation in the standards development activities of the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC), two of the world's largest voluntary standardization bodies. This involves management of SCC's Membership Program, which enables the participation of Canadian subject matter experts in international standardization spheres to ensure Canadian perspectives are reflected.

The branch also oversees Canadian standards development activities by SCC-accredited standards development organizations; sets recommended requirements used for the accreditation of standards development organizations; provides process governance and guidance to ensure compliance with appropriate requirements for the development, adoption and publication of National Standards of Canada; and manages the sale of ISO and IEC standards and National Standards of Canada.

The branch has an Innovation Implementation team, which provides the engagement strategies, project management, and implementation of national and international activities to support approved innovators in achieving their business objectives through standardization solutions.

In addition, the branch coordinates Canada's interest in regional standards organizations including the Pan American Standards Commission (COPANT), Pacific Area Standards Congress (PASC), Forum of the IEC National Committees of the Americas (FINCA), Asia-Pacific Cooperation Forum (APCF), and *Réseau Normalisation et Francophonie* (RNF). The branch also coordinates SCC's engagement in capacity building activities intended to strengthen the standardization infrastructures of key regional and international trade partners.

ACCREDITATION SERVICES

SCC's Accreditation Services (AS) branch provides accreditation services to various customers, including SCC-accredited standards development organizations (SDOs); product, process and service certifiers; management system certifiers; inspection bodies; greenhouse-gas verifiers and validators; personnel certifiers; and testing laboratories. The branch is also Canada's compliance monitoring authority that administers the Organization for Economic Co-operation and Development (OECD) Good Laboratory Practice (GLP) quality system. With the help of staff assessors and the services of more than 300 contracted assessors and technical experts, AS conducts close to 500 assessment activities yearly.

The AS branch is a signatory to several Mutual Recognition Agreements and Multilateral Agreements with international accreditation forums that foster the acceptance of one standard, one test... accepted everywhere. These forums have been created by accreditation bodies around the world to assist with international acceptance of conformity assessment results. The agreements are part of greater efforts to form a global accreditation system.

CORPORATE SERVICES

The Corporate Services Branch is a proactive business partner providing professional services in the areas of financial planning and analysis, compliance to regulatory reporting, human resources management, strategic planning, information management and technology, contracting and procurement (including travel services) and corporate administration.

COMMUNICATIONS AND CORPORATE PLANNING

The Communications and Corporate Planning branch provides corporate communications services that include internal and external communications planning, a full line of communications products, website and event management, social media and translation services. Its function is to inform stakeholders about the organization's mandate, promote the value of standardization and explain the ways SCC activities contribute to the achievement of corporate priorities.

The branch is also responsible for corporate planning, risk management, government reporting (including Access to Information and Privacy requests), research and standards inventory monitoring.

This branch also fills the corporate secretariat role, providing advice and secretariat and governance policy support to SCC's Council.

SUPPORTING BODIES


SCC is also supported by an advisory panel and a committee:

Accreditation Advisory Panel

The Accreditation Advisory Panel falls under the purview of SCC's Accreditation Services branch. The panel provides policy advice, with a view to ensuring fairness and impartiality in relevant SCC policies and programming.

Canadian National Committee for the International Electrotechnical Commission

The Canadian National Committee of the IEC (CANC/IEC) provides strategic and policy advice to SCC on IEC-related matters as well as on Canada's strategic priorities for companies operating in the energy, electrotechnical and electrical sector. The committee falls under the purview of SCC's Standards and International Relations branch.



SECTION 7

FINANCIAL PERFORMANCE

IN THIS SECTION

- 82** Financial Overview
2013–2014 to 2017–2018
- 83** Enterprise Risk Management
- 86** Financial Statements

In 2017–2018, SCC’s total revenue (excluding federal government funding) was \$10.5 million, which was 7 per cent higher than the \$9.8 million recorded during 2016–2017. The increase from last year was primarily due to an increase of \$0.4 million in royalty revenues from the sale of standards and an increase of \$0.3 million in Accreditation Services revenue.

Royalties from the sale of standards totaled \$1.6 million, which was an increase of 28 per cent from last year’s \$1.2 million. This increase is due to a higher than usual volume on the sales on standards. Royalty sales this year benefited from the release of a new standard: ISO 17025, *General requirements for the competence of testing and calibration laboratories*. These revenues are subject to fluctuation due to changes in standards as well as overall economic activity.

Revenue from Accreditation Services fees was \$8.0 million, which increased by 3 per cent, from the \$7.8 million recorded during 2016–2017. Assessment-related revenue was \$3.7 million from over 460 assessment activities performed during 2017–2018. Annual fees and application fees revenue increased by \$0.1 million; primarily due to customer growth and a higher volume of accreditation scope extensions.

Revenue from innovative services, delegate support and other income amounted to \$1.0 million, which increased by \$0.2 million or 25% from the \$0.8 million recognized during the prior fiscal year. This increase was due to additional participation in SCC’s delegate support program as well as one-time contributions for participating in the Pacific Area Standards Congress (PASC), the Pan American Standards Commission (COPANT) and ISO’s Committee on Conformity Assessment (CASCO) meetings hosted by SCC during 2017 in Vancouver.



Expenses for 2017–2018 were \$23.9 million, which was \$2.1 million higher than last fiscal year's expenses of \$21.8 million. Year-over-year increases were:

- Salaries and benefits expenses were \$1.7 million higher than in the previous fiscal year, largely the result of planned staffing increases related to SCC's Innovation program.
- Travel, Conferences and Events and Hospitality expenses were \$0.4 million higher than in the previous fiscal year due to hosting the Pacific Area Standards Congress (PASC), the Pan American Standards Commission (COPANT) and ISO's Committee on Conformity Assessment (CASCO) meetings hosted by SCC earlier this year in Vancouver.
- Amortization costs were \$0.1 million higher than in the previous fiscal year due to the launch of SCC's Business Management System (BMS) for accreditation workflow, document management, customer management and scheduling.

Partially offsetting these increases were year-over-year decreases:

- Bad debt expenses decreased by \$0.1 million resulting from an initiative to reduce outstanding and aged receivables which reduced the Allowance for Doubtful Accounts.

Federal government funding of \$13.8 million was recognized during 2017–2018 and was \$3.3 million higher than the \$10.5 million recognized during 2016–2017. The year-over-year variance is primarily due to approved program funding: \$0.5 million increase in funding related to SCC's Infrastructure: Laying the Foundation initiative, \$2.1 million of new funding for SCC's Innovation program and an increase of \$0.8 million on reimbursable one-time expenses. Partially offsetting this increase was a decrease of \$0.1 million for the end of funding for SCC's Canadian Free Trade Agreement initiative.

The overall net annual surplus of \$0.4 million during 2017–2018 was a \$2.5 million improvement over the \$2.0 million deficit budgeted for the same time period due to the following:

- Salaries and Benefits, excluding reimbursable one-time costs, were \$0.9 million lower than budget due to a lower than expected obligation rate on salary costs as well as unplanned vacancies and a longer than expected duration to fill some senior management level vacancies.
- Revenues exceeded budget by \$0.5 million primarily due to an increase in royalty related revenue.
- Professional fees were lower than budget by \$0.5 million due to timing of work performed under contractual commitments, primarily from the Infrastructure-related initiative. The necessary contractual arrangements were all put in place during the year but some work performed will now happen in the next fiscal period.
- Amortization costs were lower than budget by \$0.4 million due to the delayed launch of SCC's Business Management System (BMS) which officially went into production later than planned.

At March 31, 2018, SCC's accumulated surplus was \$4.3 million. The balance is planned for reinvestment into the organization's strategic investments to advance SCC's key priorities.

FINANCIAL OVERVIEW 2013–2014 TO 2017–2018

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018 BUDGET	2017-2018 ACTUAL
REVENUE						
Accreditation fees	6,627,001	6,689,077	7,288,407	7,750,273	8,063,400	8,008,784
Royalties from standards sales	866,856	1,032,148	1,397,631	1,234,018	1,200,000	1,578,477
Innovative services	659,081	405,140	385,346	311,108	164,800	227,087
Delegate support contributions	81,163	143,000	185,591	342,454	300,000	407,686
Other Income	689,444	281,151	263,170	187,326	275,400	326,045
	\$ 8,923,545	\$ 8,550,516	\$ 9,520,145	\$ 9,825,179	\$ 10,003,600	\$ 10,548,079
EXPENSES (RESTATED)						
Accreditation Services	5,016,755	4,751,161	5,090,102	5,458,679	6,042,600	5,770,228
Standards Solutions and Strategy	7,160,327	8,008,512	7,419,560	8,350,050	10,184,000	9,080,271
Management and Administrative Services	7,545,819	7,663,053	8,129,030	8,020,916	8,606,000	9,089,755
	\$ 19,722,901	\$ 20,422,726	\$ 20,638,692	\$ 21,829,645	\$ 24,832,600	\$ 23,940,254
DEFICIT BEFORE PARLIAMENTARY APPROPRIATIONS	(10,799,356)	(11,872,210)	(11,118,547)	(12,004,466)	(14,829,000)	(13,392,175)
Parliamentary Appropriations	8,081,241	12,889,535	10,194,937	10,515,380	12,785,000	13,828,495
SURPLUS/(DEFICIT)	\$ (2,718,115)	\$ 1,017,325	\$ (923,610)	\$ (1,489,086)	\$ (2,044,000)	\$ 436,320

ENTERPRISE RISK MANAGEMENT

SCC's overall risks are annually determined as part of its corporate planning process. The organization uses the international standard ISO 31000, *Risk Management – Principles and Guidelines*, to guide its risk management process and ensure SCC has appropriate risk mitigation strategies in place.

Corporate risks are linked directly to the organization's performance. These indicators are closely monitored and updated using SCC's corporate risk and performance reporting framework. This framework is updated and regularly reported to both management and SCC's Governing Council. As part of SCC's risk management plan, the organization also reviews salient quarterly financial impacts, with a view to assessing these impacts against ongoing corporate risk areas.

During fiscal year 2017–2018, SCC's key areas of focus included:

- disciplined execution of key strategic objectives
- continued implementation of an integrated information management/information technology (IM/IT) business management solution
- achieving Accreditation Services targets: both planned assessments and fee structure adjustments

SCC continues to experience an accumulated surplus in funds because of spending and contract delays, however the organization has implemented forecasting improvements to mitigate any risks in carrying out the organization's planned objectives. Due to some delays in the areas of contractual commitments, SCC is expecting the surplus of funds to carry into fiscal 2018–2019. Further, SCC's Corporate Plan calls for a reduction to this Accumulated Surplus to closer to our minimum required \$1 million. Adjustments to contract monitoring and process enablement in working with SCC's key partners are beginning to accelerate the start and sustainment of work on priority contracts. Financial forecasting and system enhancements have led to higher assurance of program delivery timing, improvements in predictability, and a future decline in surplus funds. SCC does not foresee any excess funds over its five year Corporate Plan but is in fact engaging in cost saving efforts to achieve its balanced outlook.

SCC remains focused on carefully monitoring the delivery of its integrated and modernized IM/IT solutions to upgrade essential tools needed to effectively deliver on key areas of SCC's programing. SCC completed the initial stages of its Business Management Solution (BMS) project last year and will oversee implementation to additional customers during fiscal 2018–19.

MANAGEMENT RESPONSIBILITY FOR FINANCIAL STATEMENTS

The accompanying financial statements and all information in the Annual Report are the responsibility of SCC. The financial statements were prepared by management in accordance with Canadian public sector accounting standards and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes to the financial statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

SCC management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced. These controls and procedures are also designed to provide reasonable assurance that transactions are in accordance with the objectives of SCC's Governing Council, and are within SCC's mandate as stated in the *Standards Council of Canada Act*.

SCC's Governing Council, through its Audit Committee, is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control. Comprised solely of Council members, the Audit Committee meets with management to review the financial statements on a quarterly basis and audited financial statements annually and reports on them to the Governing Council.

The Auditor General of Canada, the external auditor of SCC, conducts an independent audit, in accordance with Canadian generally accepted auditing standards, and expresses an opinion on the financial statements. The Office of the Auditor General of Canada has full and free access to financial management of SCC and meets with SCC when required.



CHANTAL GUAY, ING., P.ENG.
Chief Executive Officer



JASON HERGERT, CPA, CA
Chief Financial Officer

Ottawa, Canada
June 7, 2018



Office of the
Auditor General
of Canada

Bureau du
vérificateur général
du Canada

INDEPENDENT AUDITOR'S REPORT

To the Minister of Innovation, Science and Economic Development

Report on the Financial Statements

I have audited the accompanying financial statements of the Standards Council of Canada, which comprise the statement of financial position as at 31 March 2018, and the statement of operations, statement of changes in (net debt) / net financial assets and statement of cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management,

as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Standards Council of Canada as at 31 March 2018, and the results of its operations, changes in its net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Report on Other Legal and Regulatory Requirements

As required by the *Financial Administration Act*, I report that, in my opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the Standards Council of Canada that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with Part X of the *Financial Administration Act* and regulations, the *Standards Council of Canada Act* and regulations, the by-laws of the Standards Council of Canada, and the directive issued pursuant to section 89 of the *Financial Administration Act*.

N. Chartrand

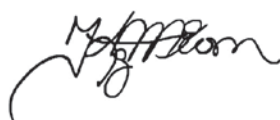
Nathalie Chartrand, CPA, CA
Principal
for the Auditor General of Canada

7 June 2018
Ottawa, Canada

**STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31**

	2018	2017
FINANCIAL ASSETS		
Cash and cash equivalents (Note 5)	\$ 2,207,000	\$ 1,757,216
Accounts receivable (Note 5)	2,025,311	3,715,833
Federal government departments and agencies receivable (Note 15)	166,527	430,508
Parliamentary appropriations receivable (Note 15)	1,043,495	241,380
	5,442,333	6,144,937
LIABILITIES		
Accounts payable and accrued liabilities (Note 7)	2,786,909	2,994,781
Deferred contributions (Note 8)	14,436	84,774
Deferred revenue (Note 9)	1,601,603	2,133,759
Deferred lease inducement	960,341	1,037,168
	5,363,289	6,250,482
NET FINANCIAL ASSETS/(NET DEBT)	79,044	(105,545)
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 6)	3,053,639	2,759,781
Prepaid expenses	1,153,455	1,195,582
	4,207,094	3,955,363
ACCUMULATED SURPLUS	\$ 4,286,138	\$ 3,849,818

Contractual rights (Note 13). Contractual commitments (Note 14).
The accompanying notes are an integral part of these financial statements.



**APPROVED BY THE
GOVERNING COUNCIL:**

KATHY MILSOM
Chair



CHANTAL GUAY
Chief Executive Officer

STATEMENT OF OPERATIONS FOR THE YEAR ENDED MARCH 31

	2018 BUDGET (NOTE 16)	2018	2017
REVENUES FROM OPERATIONS			
Accreditation services fees	\$8,063,400	\$8,008,784	\$7,750,273
Royalties from sales of standards (Note 10)	1,200,000	1,578,477	1,234,018
Innovative services	164,800	227,087	311,108
Delegate support contributions	300,000	407,686	342,454
Other income	275,400	326,045	187,326
	10,003,600	10,548,079	9,825,179
EXPENSES (NOTE 12)			
Accreditation Services	6,042,600	5,770,228	5,458,679
Standards Solution & Strategy	10,184,000	9,080,271	8,350,050
Management and Administrative Services	8,606,000	9,089,755	8,020,916
	24,832,600	23,940,254	21,829,645
DEFICIT BEFORE PARLIAMENTARY APPROPRIATIONS	(14,829,000)	(13,392,175)	(12,004,466)
Parliamentary appropriations	12,785,000	13,828,495	10,515,380
(DEFICIT)/SURPLUS	(2,044,000)	436,320	(1,489,086)
ACCUMULATED SURPLUS, BEGINNING OF YEAR	3,688,000	3,849,818	5,338,904
ACCUMULATED SURPLUS, END OF YEAR	\$ 1,644,000	\$ 4,286,138	\$ 3,849,818

The accompanying notes are an integral part of these financial statements.

STATEMENT OF CHANGES IN (NET DEBT)/NET FINANCIAL ASSETS FOR THE YEAR ENDED MARCH 31

	2018 BUDGET (NOTE 16)	2018	2017
Total (Deficit)/Surplus	\$ (2,044,000)	436,320	\$ (1,489,086)
Acquisition of tangible capital assets	(702,000)	(690,040)	(551,516)
Loss on disposal of tangible capital assets	–	5,822	–
Amortization of tangible capital assets	760,000	390,360	285,235
Decrease/(Increase) in prepaid expenses	(10,000)	42,127	(58,612)
(DECREASE)/INCREASE IN NET FINANCIAL ASSETS	(1,996,000)	184,589	(1,813,979)
(Net Debt)/Net Financial Assets at beginning of year	(265,000)	(105,545)	1,708,434
(NET DEBT)/NET FINANCIAL ASSETS AT END OF YEAR	\$ (2,261,000)	\$ 79,044	\$ (105,545)

The accompanying notes are an integral part of these financial statements.

STATEMENT OF CASH FLOW FOR THE YEAR ENDED MARCH 31

	2018	2017
NET CASH FROM OPERATIONS		
Total Surplus/(Deficit)	\$ 436,320	\$ (1,489,086)
Adjustments for non-cash items:		
Amortization of tangible capital assets	390,360	285,235
Loss on disposal of tangible capital assets	5,822	0
Changes in:		
Prepaid expense	42,127	(58,612)
Deferred revenue	(532,156)	(269,212)
Deferred lease inducement	(76,827)	(76,827)
Accounts receivable	1,690,522	215,933
Federal government departments and agencies receivable	263,981	(86,373)
Parliamentary appropriations receivable	(802,115)	124,557
Accounts payable and accrued liabilities	(324,272)	675,779
Deferred contributions	(70,338)	(12,511)
Cash provided by/(used in)	1,023,424	(691,117)
CAPITAL TRANSACTIONS		
Additions of tangible capital assets	(573,640)	(551,516)
Cash applied to capital transactions	(573,640)	(551,516)
Net increase/(decrease) in cash	449,784	(1,242,633)
Cash and cash equivalents, beginning of the year	1,757,216	2,999,849
CASH AND CASH EQUIVALENTS, END OF THE YEAR	\$ 2,207,000	\$ 1,757,216

The accompanying notes are an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2018

1. AUTHORITY, MANDATE AND ACTIVITIES

Standards Council of Canada (SCC) was created by Parliament as a corporation under the *Standards Council of Canada Act* in 1970 (revised in 2006) to be the national coordinating body for voluntary standardization. SCC is a Crown corporation named in Part I of Schedule III to the *Financial Administration Act* and, for the purposes of the *Income Tax Act*, is deemed to be a registered charity.

SCC's mandate is to promote voluntary standardization activities in Canada, where standardization is not expressly provided for by law, 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.

In carrying out its mandate, SCC is engaged in the following activities:

- Foster quality, performance and technological innovation in Canadian goods and services through standards-related activities.
- Develop prioritized standards-related strategies and long-term objectives to advance Canada's economy; support sustainable development; benefit the health, safety and welfare of citizens; and assist and protect consumers.
- Accredite organizations engaged in standards development and conformity assessment.

- Represent Canada’s interests internationally and regionally through membership in the International Organization for Standards (ISO), the International Electrotechnical Commission (IEC) and various regional standardization organizations.
- Approve National Standards of Canada (NSCs).
- Provide innovative services, advice and assistance to the Government of Canada in the negotiation of standardization-related aspects of international trade and mutual recognition agreements.
- Work with international standards bodies to develop agreements that facilitate trade.
- Foster and promote a better understanding of the benefits and usage of standards and accreditation services.
- Act as the premiere source to collect and distribute information on standards activities.

In July 2015, the Council was issued a directive (P.C. 2015-1109) pursuant to section 89 of the Financial Administration Act to align its travel, hospitality, conference and event expenditure policies and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner that is consistent with its legal obligations, and to report on the implementation of this directive in SCC’s next corporate plan. SCC has completed the alignment required by the section 89 directive.

2. SIGNIFICANT ACCOUNTING POLICIES

A summary of the significant accounting policies used in these financial statements follows:

a) Basis of Accounting

These financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards (PSAS) established by the Canadian Public Sector Accounting Board.

b) Cash and Cash Equivalents

Consistent with the *Standards Council of Canada Act* and associated by-laws, SCC maintains a bank account in a chartered bank of Canada in which all receipts are deposited and through which all of SCC's financial business takes place. Funds surplus to immediate operating requirements are invested in bank certificates with a chartered bank bearing the current interest rate and are cashable at any time.

c) Tangible Capital Assets

Tangible Capital Assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets. Amortization is recorded on a straight-line basis over the estimated useful life of the assets:

Furniture: 5 years

Equipment (including software): 4 years

Leasehold improvements: Lesser of term of the lease or expected useful life

d) Prepaid Expenses

Prepaid expenses include membership dues and are charged to expenses over the periods expected to benefit from them.

e) Revenue Recognition, Deferred Revenue and Deferred Contributions

Accreditation services fees revenues are derived from application fees, annual accreditation fees and assessment fees. Application fees are recognized as revenue when the application is made. The annual portion of accreditation fees is calculated and invoiced based on customer accreditation agreements and the fees received or receivable are recorded as deferred revenue and then amortized to revenue on a straight-line basis over the period to which the fee applies—which is one year, based on the start of SCC’s fiscal year of April 1. Funds received or receivable in respect of conformity assessment fees are recognized as revenue at the time the related services are provided.

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

Innovative Services are fees that SCC collects in exchange for providing standards related solutions and expertise to other companies. The rights to collect Innovative Services fees are created via contracts and revenue is recognized when work is completed.

Delegate support contributions are funding received from third parties that are restricted for use with helping to pay for delegate participation on technical committees. This funding received from third parties is initially recorded as “Deferred Contributions” and is recognized as delegate support contributions revenue when the related expenditures are incurred.

f) Deferred Lease Inducement

SCC has received funds from its landlord to pay the cost of tenant improvements made to its office space. Additionally, SCC has received the benefit of tenant inducements related to its office space lease. The value of these items, calculated based on provisions in the lease agreement, is recorded as a deferred lease inducement. It is amortized on a straight line basis over the duration of the lease and is recognized on the Statement of Operations as a reduction of rent expense.

g) Expenses

Expenses are reported on an accrual basis to ensure that the cost of all goods and services consumed in the year is expensed.

h) Parliamentary Appropriations

The Government of Canada provides funding to SCC. Government transfers are recognized as revenues when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability.

i) Pension Benefits

SCC employees are covered by the Public Service Pension Plan (the "Plan"), a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required from both the employees and SCC to cover current service costs. Pursuant to legislation currently in place, SCC has no legal or constructive obligation to pay further contributions with respect to any past service or funding deficiencies of the plan. Consequently, contributions are recognized as an expense in the year when employees have rendered service and represent the total pension obligation of SCC.

j) Employee Benefit Plan

SCC sponsors an employee benefit plan for health, dental, life and long-term disability insurance through a third-party provider. SCC's contributions to the plan are recorded at cost and charged to salaries and benefit expenses in the year incurred. These contributions represent SCC's total obligation to the employee benefit plan. This plan does not require SCC to make further contributions for any future unfunded liabilities of the employee benefit plan.

k) Vacation Pay

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

l) Measurement Uncertainty

The preparation of financial statements in accordance with PSAS requires management to make estimates and assumptions that affect the recorded and disclosed amounts of assets, liabilities, and contingent liabilities, at the date of the financial statements and the reported amounts of the revenues and expenses during the period. Items requiring the use of significant estimates include the useful life expectancy of tangible capital assets, certain employee-related liabilities, the accrual for assessment fees as well as contingent liabilities.

Estimates are based on the best information available at the time of financial statement preparation and are reviewed quarterly to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements. Actual results could differ from these estimates.

m) Related Party Transactions

SCC is related, in terms of common ownership, to all Government of Canada departments, agencies and Crown corporations. SCC enters into transactions with these entities, in the normal course of business, that are measured at the exchange amount. Related party receivables are recorded at SCC's normal terms whereby invoices are due within 30 days. Related party payables are recorded at terms agreed upon with its vendors and are usually due within 30 days of invoicing or upon receipt of invoice.

Related parties also include key management personnel (KMP) having authority and responsibility for planning, directing and controlling the activities of SCC, as well as their close family members. SCC has defined its KMP to be its Vice-Presidents, its Chief Executive Officer and its members of Governing Council. Transactions with KMP are measured at the exchange amount.

3. ADOPTION OF NEW PUBLIC SECTOR ACCOUNTING STANDARDS

The Public Sector Accounting Board (PSAB) issued five new accounting standards effective for fiscal years beginning on or after 1 April 2017. The new accounting standards are Related Party Disclosures (PS2200), Contingent Assets (PS3320), Assets (PS3210), Contractual Rights (PS3380) and Inter-entity Transactions (PS3420). The adoption of these standards only impacted note disclosure and did not result in any significant changes other than the creation of note 2m) to describe the accounting policy for related party transactions, and Note 13 for contractual rights.

4. ACCUMULATED SURPLUS

SCC is subject to the *Standards Council of Canada Act* and the *Financial Administration Act* (FAA) and any directives issued pursuant to the FAA. These Acts affect how SCC manages its capital; one of SCC's objectives is to effectively manage actual costs to budget on an annual basis and to ensure that it has adequate capital to deliver its mandate and to ensure that it continues as a going concern.

SCC targets to maintain a level of accumulated surplus that helps to minimize the impact of financial risks on the organization. SCC's goal is to maintain an accumulated surplus target of \$1.0 million. SCC has determined that this target level of accumulated surplus allows the organization to remain financially sustainable.

SCC is prohibited from issuing its own capital or its own debt to meet any financial requirements and is not subject to externally imposed minimum capital requirements. Its capital management is granted annually through the approval of its Corporate Plan and Operating and Capital Budget.

5. FINANCIAL INSTRUMENTS

SCC's financial instruments consist of cash and cash equivalents, accounts receivable, federal government departments and agencies receivable, accounts payable and accrued liabilities. For the year ended March 31, 2018, SCC's cash and cash equivalents balance of \$2,207,000 is all cash (March 31, 2017 was \$1,757,216 and was all cash). All accounts receivable, accounts payable and accrued liabilities are incurred in the normal course of business. All are generally due within 30 days. The carrying value of each financial instrument approximates its fair value because of the short maturity of the instruments. All financial assets and financial liabilities are measured at cost or amortized cost.

In the normal course of business, SCC is primarily exposed to credit risk and liquidity risk. There has been no change to the level of risk compared to the prior year and no changes to SCC's risk management practices. SCC's exposure and strategies to mitigate these risks are noted below:

Credit Risk

Credit risk is the risk that the counterparty will not meet its obligations under a financial instrument leading to a financial loss. The maximum exposure that SCC has to credit risk is in relation to its cash and cash equivalents, accounts receivable and federal government departments and agencies receivable. The carrying amount of these financial assets represents the maximum credit risk exposure at the Statement of Financial Position date.

Cash and cash equivalents are held at a reputable Canadian bank. Credit is granted to customers in accordance with existing accreditation program policies and is automatically granted to employees for travel and also to government departments, agencies, Crown corporations, and government business enterprises. There is minimal potential risk of loss related to these receivables. SCC does not hold any collateral as security. There is no concentration of credit risk with any one customer.

As at March 31, the aging of SCC's receivables is as follows:

NON-RELATED PARTY ACCOUNTS RECEIVABLE

(ACCOUNTS RECEIVABLE):

	TOTAL	CURRENT	30-60 DAYS	60-90 DAYS	90-120 DAYS	>120 DAYS
2018	\$ 2,025,311	\$ 1,694,178	\$ 141,245	\$ 105,690	\$ 7,874	\$ 76,324
2017	\$ 3,715,833	\$ 3,480,160	\$ 163,571	\$ 34,470	\$ 27,543	\$ 10,089

RELATED PARTY ACCOUNTS RECEIVABLE

(FEDERAL GOVERNMENT DEPARTMENTS AND AGENCIES
AND PARLIAMENTARY APPROPRIATIONS RECEIVABLE):

	TOTAL	CURRENT	30-60 DAYS	60-90 DAYS	90-120 DAYS	>120 DAYS
2018	\$ 1,210,022	\$ 1,101,627	\$ 38,204	\$ 11,320	\$ 31,546	\$ 27,325
2017	\$ 671,888	\$ 551,964	\$ 59,464	\$ 34,671	\$ 2,974	\$ 22,815

SCC assesses the requirement for an allowance for bad debts by considering the age of the outstanding receivable and the likelihood of collection.

An account receivable is considered to be impaired and is either written-off or provided for when SCC determines that collection is unlikely and appropriate approvals for the write-down have been obtained.

At March 31, 2018, the allowance for bad debts is estimated at \$75,421 (March 31, 2017 was \$118,942). The following table provides a reconciliation of the allowance for the year.

	MARCH 31, 2018	MARCH 31, 2017
Balance, beginning of year	\$ 118,942	\$ 41,910
(Reversals)/Charges for the year	(679)	122,013
Bad debt (write-offs)	(42,842)	(44,981)
BALANCE, END OF YEAR	\$ 75,421	\$ 118,942

Liquidity Risk

Liquidity risk can occur should SCC have difficulty in meeting its obligations associated with financial liabilities. SCC's financial liabilities have contractual maturities of less than 365 days. SCC's objective is to maintain sufficient cash and cash equivalents through drawdown of its voted parliamentary appropriations, collection of accreditation fees and other services, in order to meet its operating requirements. SCC manages liquidity risk through a detailed annual planning and monthly cash flow planning and billing process, which is structured to allow for sufficient liquidity from one billing period to the next. SCC's financial liabilities are not significantly exposed to liquidity risk.

Market Risk

Market risk occurs when the fair value of future cash flows of a financial instrument fluctuates due to changes in financial markets. Market risk is comprised of: interest risk, currency risk and other price risks such as equity risk. SCC's financial instruments are not significantly exposed to market risk.

6. TANGIBLE CAPITAL ASSETS

MARCH 31, 2018

	FURNITURE	EQUIPMENT	LEASEHOLD IMPROVEMENTS	2018 TOTAL
COST				
Opening Balance	917,855	3,337,321	934,436	5,189,612
Additions	2,082	668,158	19,800	690,040
Disposals	(9,704)	(45,894)	–	(55,598)
Closing Balance	\$ 910,233	\$ 3,959,585	\$ 954,236	\$ 5,824,054
ACCUMULATED AMORTIZATION				
Opening Balance	(566,376)	(1,756,915)	(106,540)	(2,429,831)
Amortization	(104,439)	(224,596)	(61,325)	(390,360)
Disposals	3,882	45,894	–	49,776
Closing Balance	\$ (666,933)	\$ (1,935,617)	\$ (167,865)	\$ (2,770,415)
NET BOOK VALUE	\$ 243,300	\$ 2,023,968	\$ 786,371	\$ 3,053,639

MARCH 31, 2017

	FURNITURE	EQUIPMENT	LEASEHOLD IMPROVEMENTS	2017 TOTAL
COST				
Opening Balance	868,821	2,877,520	934,436	4,680,777
Additions	49,034	502,482	–	551,516
Disposals	–	(42,681)	–	(42,681)
Closing Balance	\$ 917,855	\$ 3,337,321	\$ 934,436	\$ 5,189,612
ACCUMULATED AMORTIZATION				
Opening Balance	(450,259)	(1,691,804)	(45,214)	(2,187,277)
Amortization	(116,117)	(107,792)	(61,326)	(285,235)
Disposals	–	42,681	–	42,681
Closing Balance	\$ (566,376)	\$ (1,756,915)	\$ (106,540)	\$ (2,429,831)
NET BOOK VALUE	\$ 351,479	\$ 1,580,406	\$ 827,896	\$ 2,759,781

The Equipment category includes \$1,312,890 of assets under development at March 31, 2017 which were not being amortized at the time.

7. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	MARCH 31, 2018	MARCH 31, 2017
Vendor payables and accrued liabilities	\$ 1,542,066	\$ 1,664,748
Salaries and benefits payable	1,049,242	1,159,972
Accrued vacation pay	195,601	170,061
	<u>\$ 2,786,909</u>	<u>\$ 2,994,781</u>

8. DEFERRED CONTRIBUTIONS

Changes made to the balance of this account are as follows:

	MARCH 31, 2018	MARCH 31, 2017
Balance, beginning of year	\$ 84,774	\$ 97,285
Add: Contributions received	326,950	328,823
Less: Contributions recognized	(397,288)	(341,334)
	<u>\$ (70,338)</u>	<u>\$ (12,511)</u>
BALANCE, END OF YEAR	<u>\$ 14,436</u>	<u>\$ 84,774</u>

9. DEFERRED REVENUE

Changes made to the balance of this account are as follows:

	MARCH 31, 2018	MARCH 31, 2017
Balance, beginning of year	\$ 2,133,759	\$ 2,402,970
Add: Annual fees due per accreditation agreements	3,739,858	3,815,488
Less: Annual fees recognized into revenue	(4,272,014)	(4,084,699)
	\$ (532,156)	\$ (269,211)
BALANCE, END OF YEAR	\$ 1,601,603	\$ 2,133,759

10. ROYALTIES FROM SALES OF STANDARDS

Royalties related to the sale of standards are generated from ISO and the IEC since SCC is a member body. Additionally, SCC earns royalties on the sale of standards from independent distributors through National Copyright Exploitation Agreements.

Since April 1, 1998, SCC has outsourced to an independent agent the fulfillment of sales made over its StandardsStore.ca website. This agreement requires the payment of royalties to SCC based on a revenue-sharing agreement of net sales.

11. PENSION AND EMPLOYEE BENEFITS

Pension Benefits

SCC and all eligible employees contribute to the Public Service Pension Plan. Pension benefits accrue up to a maximum period of 35 years at a rate of two per cent per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are fully indexed to the increase in the Consumer Price Index.

SCC's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada. SCC's and employees' contributions to the Plan for the year were as follows:

	MARCH 31, 2018	MARCH 31, 2017
SCC's contribution	\$ 1,127,424	\$ 1,111,673
Employees' contributions	\$ 970,174	\$ 863,465



The rates of contribution to the Plan are determined on a calendar-year basis and were as follows:

	2018	2017
EMPLOYEES (PRE-2013) – CURRENT SERVICE		
On earnings up to yearly maximum pensionable earnings (YMPE)	9.83%	9.47%
On earnings exceeding YMPE: 2018 – \$55,900 2017 – \$55,300	12.13%	11.68%
EMPLOYEES (POST 2013) – CURRENT SERVICE		
On earnings up to yearly maximum pensionable earnings	8.77%	8.39%
On earnings exceeding YMPE: 2018 – \$55,900 2017 – \$55,300	10.46%	9.94%
EMPLOYER – EXPRESSED AS A MULTIPLE OF EMPLOYEE CONTRIBUTIONS		
For pre-2013 employee contributions on current and elective service on single-rate employee contributions	1.01	1.01
For pre-2013 employee elective service on double-rate contributions	0.01	0.01
For post 2013 employee contributions on current and elective service on single-rate employee contributions	1.00	1.00
For post 2013 employee elective service on double-rate employee contributions	nil	nil
For existing Retirement Compensation Arrangement on earnings that exceed: 2018 – \$164,700 2017 – \$163,100	3.20	7.74

Employee Benefits

For the year ended March 31, 2018, SCC paid \$823,288 for its employees benefits plan (March 31, 2017 was \$693,527).

12. EXPENSES

	MARCH 31, 2018	MARCH 31, 2017
Salaries and employee benefits	13,567,503	11,878,674
Professional and special services	4,978,706	4,995,854
Travel	1,973,326	1,862,893
Memberships in international organizations	1,219,291	1,180,401
Office accommodation	661,306	722,870
Amortization of tangible capital assets	390,360	285,235
Hospitality	265,674	75,037
Conferences & Events	250,660	114,943
Telecommunications and postage	144,361	125,357
Office supplies	117,730	125,181
Offsite Storage & Other	85,016	101,320
Insurance	90,598	67,276
Repair & Upkeep	63,378	63,525
Bank Charges	52,520	32,055
Publications and printing	41,150	27,905

	MARCH 31, 2018	MARCH 31, 2017
Rental of office equipment	32,497	41,942
Loss on disposal of tangible capital assets	5,822	–
Public relations	1,035	7,164
Bad debts expense	(679)	122,013
	\$ 23,940,254	\$ 21,829,645

13. CONTRACTUAL RIGHTS

SCC has signed contractual agreements with its accreditation services customers. The multi-year accreditation services contracts include an annual fee portion that is payable yearly. As at March 31, 2018 SCC had contractual rights to \$2,468,293 of uncollected annual fees pertaining to fiscal year 2018-2019 (March 31, 2017 was \$2,077,306 pertaining to fiscal year 2017–2018).

SCC also has contractual agreements to collect royalty fees from ISO, IEC and various other standards sellers like the Canadian Standards Association, Camelot Clarivate and Information Handling Services (IHS). Agreements cover the fiscal year 2018–2019 and are renewed upon expiry at similar terms. Since the revenue from these contracts is based on the volume of sales, the value of the contracts fluctuates, but is expected to approximate \$1.4 million which is similar to SCC's average over the past three years.

14. CONTRACTUAL COMMITMENTS

SCC signed a 15 year office lease, effective July 2015.

SCC entered into agreements to lease office equipment. The future minimum annual rental payments under these agreements, exclusive of operating expense and property tax, are included in the table below.

SCC has also entered into contracts with several Standards Development Organizations (SDOs) to assist with standardization initiatives.

MARCH 31, 2018

	OFFICE SPACE	OFFICE EQUIPMENT	STANDARDIZATION INITIATIVES	TOTAL
2018-2019	\$ 346,068	\$ 5,970	\$ 1,097,027	\$ 1,449,065
2019-2020	346,068	840	370,062	716,970
2020-2021	373,386	-	-	373,386
2021-2022	400,704	-	-	400,704
2021-2023	400,704	-	-	400,704
THEREAFTER	3,232,980	-	-	3,232,980
TOTAL	\$ 5,099,910	\$ 6,810	\$ 1,467,089	\$ 6,573,809

There are commitments of \$86,819 with related parties included in standardization initiatives in 2018-2019.

15. RELATED PARTY TRANSACTIONS

For the year ended March 31, SCC's related party transactions are summarized as follows:

	2018	2017
Revenues	673,611	648,616
Expenses	192,149	247,028
Parliamentary appropriations	13,828,495	10,515,380
Federal government departments and agencies receivable and parliamentary appropriations receivable	1,210,022	671,888
Accounts payable and accrued liabilities	18,338	46,360

Related party revenues were derived primarily from Accreditation services fees while expenses were primarily related to Professional and special services, and Travel.

There were no significant transactions with KMP and their close family members; nor were there any transactions that have occurred at a value different from that which would have been arrived at if the parties were unrelated.

16. BUDGET FIGURES

Budget figures have been provided for comparison purposes. The 2017–18 budget is reflected in the Statements of Operations and the Statements of Change in (Net Debt)/Net Financial Assets. Budget data presented in these financial statements is based upon the 2017–18 figures contained within the 2017–18 to 2021–22 Corporate Plan and internal management budgets approved by Governing Council.

17. COMPARATIVE FIGURES

Certain comparative figures have been reclassified, in order to conform to the presentation changes adopted in fiscal year 2017–2018.



SECTION 8
GLOSSARY

ANSI	American National Standards Institute
APCF	Asia-Pacific Cooperation Forum
APLAC	Asia Pacific Laboratory Accreditation Cooperation
AQSIQ	General Administration of Quality Supervision, Inspection and Quarantine (China)
CACES	Canadian Advisory Council on Electrical Safety
CANC/IEC	Canadian National Committee of IEC
ISO/CASCO	ISO Committee on Conformity Assessment
CASCO CPC	ISO Committee on Conformity Assessment Chairman's Policy and Coordination Group
CEN	European Committee for Standardization
CENELEC	European Committee for Electrotechnical Standardization
CEO	Chief Executive Officer
CETA	Canada-European-Union: Comprehensive Economic and Trade Agreement
CFTA	Canadian Free Trade Agreement
CIPH	Canadian Institute of Plumbing & Heating
CCJC	Canada-China Joint Committee
CNCA	Certification and Accreditation Administration of China
COPANT	Pan American Standards Commission
CRCP	Canadian Regulatory Council on Plumbing
CSD	Canadian Standards Development
DGN	<i>Dirección General de Normas</i>
EA	European co-operation for Accreditation
EU	European Union

FINCA	Forum of IEC National Committees of the Americas
FTA	Free trade agreement
FTE	Full Time Equivalent
GDP	Gross domestic product
GHG	Greenhouse gas
GLP	Good Laboratory Practices
HRAI	The Heating, Refrigeration and Air Conditioning Institute of Canada
IAAC	Inter-American Accreditation Cooperation
IAF	International Accreditation Forum
IBNORCA	<i>Instituto Boliviano de Normalización y Calidad (Bolivia)</i>
IEC	International Electrotechnical Commission
IECEE	IEC System of Conformity Assessment Schemes for Electrotechnical Equipment and Components
IGAC	Interprovincial Gas Advisory Council
ILAC	International Laboratory Accreditation Cooperation
IM/IT	Information Management/Information Technology
INACAL	<i>Instituto Nacional de Calidad (Peru)</i>
ISED	Innovation, Science and Economic Development Canada
ISD	International Standards Development
ISO	International Organization for Standardization
ITAG	IEC Information Technology Advisory Group
ITSAG	ISO Information Technology Strategic Advisory Group
ITU	International Telecommunications Union
KMP	Key management personnel

LAP	Laboratory accreditation program
MLA	Multi-lateral agreement
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MSR	Monitoring Standards in Regulations
NAFTA	North American Free Trade Agreement
NISI	Northern Infrastructure Standardization Initiative
NPSAC	National Public Safety Advisory Committee
NSC	National Standard of Canada
OECD	Organization for Economic Co-operation and Development's
ORD	Other recognized document
PASC	Pacific Area Standards Congress
PTAC	Provincial-Territorial Advisory Committee
SAC	Standardization Administration of China
SIF	Strategic Innovation Fund
SCC	Standards Council of Canada
SDOAC	Standards Development Organizations Advisory Committee
SDO	Standards development organization
TBS	Treasury Board Secretariat
TCA	Tangible Capital Assets
UKAS	United Kingdom Accreditation Service



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