

# Message from the ITAC President



Karna Gupta, President and CEO, ITAC



In 2105 ITAC's Strategic Microsystems Council (SMC) designed a series of expanded Best Practice Forums for presentation in microsystems centres across Canada.

*Our industry creates a million jobs. We contribute \$69.3 million to the Canadian GDP. We are the private sector leader in R&D, investing more than the auto sector or the pharmaceutical industry. We need our politicians to hear about the issues keeping our leadership awake at night.*

On a cold but sunny day in late February, a delegation of 12 senior executives from the Canadian ICT industry spent the day on Parliament Hill as part of an ITAC-led delegation. There were briefing sessions with both the NDP and Liberals, luncheon meetings with Cabinet Ministers Chris Alexander and Tony Clement, and a long afternoon round-table with Industry Minister James Moore, his Deputy Minister, Chief-of-Staff and Policy Advisor. At the end of the day, Kellie Leitch, Minister responsible for the Status of Women, spoke at a reception.

*Digital Dialogue: Talent, Transformation and Trade*, was just one event on the busy ITAC calendar this past year, but I highlight it here because it brought together many of the policy threads and work initiatives ITAC has advanced.

First and foremost the Hill Day underscored the value of ITAC's advocacy efforts. The willingness of senior elected officials and policy makers to meet with us just prior to the busy budget period indicates our contribution to the digital dialogue is valued. We are truly seen as the voice of the ICT industry in Canada.

The day on the Hill also emphasized ITAC's commitment to improving the ICT ecosystem in Canada. Our discussions about talent issues, enhanced trade opportunities, transformational programs in government, cyber-security issues

and health informatics were well received. Our focus remained firmly on offering practical solutions that make it easier for the ICT ecosystem to flourish and thrive in Canada.

We support the government's recent focus on innovation and technology as reflected in the revised science and technology strategy, *Seizing Canada's Moment*, but in our submission to government in anticipating an extended version of *Digital Canada 150*, we made it clear there is much more the government can do to create the right conditions.

In addition to leading ITAC's Hill Day, I had the privilege of appearing before Parliament's Standing Committee on International Trade, and spent time with Prime Minister Stephen Harper following the signing of the government's landmark trade agreement with the EU. I also enjoyed the opportunity to meet with several Cabinet Ministers at both the Federal and Provincial level to raise the issues and opportunities that concern our sector.

Indeed, we provided our members with impressive access to senior government officials and senior industry leaders in a variety of formal and informal settings. Among those taking in ITAC events this past year were Corinne Charette, Chief CIO of Canada; Liseanne Forand, President Shared Services Canada; Janice

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# Message from the ITAC President

*We work with our partners, stakeholders and government to drive solutions to problems constraining our growth.*



*A dozen senior executives from the Canadian ICT sector participated in Digital Dialogue, a policy day on Parliament Hill. Participating in a meeting with Industry Minister James Moore were, from left, David MacDonald, President and CEO, Softchoice LP; Lucas Skoczkowski, Chief Executive Officer, Redknee Solutions Inc., Kevin Peesker, President, Dell Canada; Cindy Baker, Vice-President Government Relations and Policy, ITAC; Jim Muzyka, Growth Leader, Industrial, Retail and Hospital Sectors, Xerox Services, Xerox Canada; Patrick Horgan, Vice-President, Manufacturing, Development and Operations, IBM Canada; Minister Moore; Karna Gupta, President and CEO, ITAC; Roy Hudson, Senior Vice-President, Communications Services Business Unit, CGI; Frédéric Boulanger, President and CEO, Macadamian Technologies; Andrea Stairs, Managing Director, eBay Canada; Morgan Elliott, Vice-President Government Relations, BlackBerry; Janet Kennedy, President, Microsoft Canada; and Lloyd Bryant, Managing Director, Hewlett-Packard (Canada).*

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Charette, Clerk of the Privy Council; Ontario Deputy Premier Deborah Matthews; Ontario's Corporate Chief CIO David Nicholl; Steve Orsini, Ontario's Secretary of the Cabinet; and Ontario Deputy Ministers Giles Gherson and Wendy Tilford.

At ITAC, we work on developing new opportunities every day with the support of our members, the Board of Governors, our vital community members and our staff. I encourage you to explore our annual report and learn about the progress we've made on a wide variety of initiatives. I am proud of the work we are doing.

Learn more about ITAC on our website:  
[www.itac.ca](http://www.itac.ca).

# Advocating Tax Measures to Build a Strong Knowledge-Based Economy

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*Karen Atkinson, ITAC Tax and Finance Committee Co-Chair, Partner, Business Tax Services, Ernst & Young LLP*



*Michel Peladeau, ITAC Tax and Finance Committee Co-Chair, Head of Group R&D Incentive Programs, Ericsson*

*Business taxes can encourage or inhibit ICT investment and research and development (R&D). When structured correctly, the tax system can deliver incentives for specific types of business behaviour, including R&D and investment in new technology.*

ITAC's Tax and Finance Committee presents a clear and united viewpoint to policymakers on how tax measures can encourage the growth of a strong, knowledge-based economy. In recent years we have actively promoted overall corporate tax reduction and reform of provincial sales tax regimes. We have also advocated such measures as accelerated capital cost allowances on ICT equipment to encourage Canadian businesses to invest in technology.

One of the most important elements in the Canadian tax environment is the Scientific Research and Experimental Development (SR&ED) program which provides direct payments or tax credits to companies performing R&D. The ICT industry invests in R&D more intensively than any other sector: we are responsible for 33 percent of the total national R&D investment in Canada.

SR&ED credits are immensely important to many ITAC members and the ICT industry itself. Changes to the SR&ED announced in the 2012 Federal Budget have raised serious concerns among many R&D performing companies. Most notable among the concerns is the federal government's expressed intention to shift R&D and innovation support from tax-based mechanisms, such as SR&ED, to a direct or program-based approach.

While the Federal Government appears committed to this policy course, ITAC continues to stress the advantages of indirect support mechanisms (they are fair, universal and predictable) and to encourage the Government to track the impact these changes have on our ecosystem.

ITAC deals with a variety of issues our members raise regarding the administration of SR&ED claims. We meet officials at the Canada Revenue Agency on a regular basis to discuss these issues and, where possible, remedy them.

Many provincial governments have their own policies and programs to promote the growth of R&D driven-industries, as well as other desirable emerging sectors like digital commerce. In 2014, Quebec, which has had a strong reputation for creating innovative measures to promote knowledge intensive industries, announced a comprehensive review of all its fiscal programs. A group of Quebec-based members of ITAC convened to provide a submission to the Gobout Commission to defend the importance of research and development and digital and electronic commerce - and the tax credits that encourage investment in these activities.

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# Advocating Tax Measures to Build a Strong Knowledge-Based Economy

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The 2014 Quebec Budget contained several measures – including a commitment to reduce corporate taxes, preservation and strengthening of Quebec’s R&D and e-commerce tax credits – that will help to ensure Quebec’s on-going success in attracting and retaining technology ventures.

In a similar fashion, Ontario, which is home to many R&D intensive companies, also preserved its R&D tax credit. The government also reinforced its commitment to its Jobs

and Prosperity Fund, which a number of ITAC members have accessed to support large scale investments in the province.

Through written submissions, one-on-one meetings with politicians and government officials, representations at roundtables, conferences and public forums, ITAC and its members advocate meaningfully for sound 21st Century fiscal policy.



*While the Federal Government appears committed to this policy course, ITAC continues to stress the advantages of indirect support mechanisms (they are fair, universal and predictable) and to encourage the Government to track the impact these changes have on our ICT ecosystem.*

# Cyber Security: Understanding Trends, and Responding to Threats to Digital Canada

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*ITAC and its members have maintained a keen focus on privacy and security issues for more than 20 years. The ITAC Cyber Security Forum has met quarterly since 2000, and has become a key venue for discussion among ICT industry experts and government officials.*

Organizations that embrace new technologies to enhance operational efficiencies, service levels, productivity, and competitiveness need to be fully aware of the risks of losing sensitive data or network access – or even control – through targeted attacks by ill-intentioned outsiders. Not only are these attacks growing rapidly in number, but also, they are becoming increasingly more sophisticated.

Surveys this year indicate that despite diligence on the part of most businesses, cyber attacks are on the rise and costing businesses millions of dollars.

This is clearly on the mind of government. The federal government's recent revamping of its science and technology strategy, *Seizing Canada's Moment*, singled out cyber security for special attention, and in the recent federal budget, the government earmarked \$36 million over five years for measures to protect vital cyber systems. A recent survey of our membership also identified cyber security as one of the issues they see as a priority.

ITAC and its members have maintained a keen focus on privacy and security issues for more than 20 years. The ITAC Cyber Security Forum has met quarterly since 2000, and has become a key venue for discussion among ICT industry

experts and government officials of emerging and ongoing cyber security issues and related policies, responses, and solutions.

In January, ITAC was pleased to enter into a partnership with Smart Cybersecurity Network (SERENE-RISC) to work collectively to share and mobilize cyber security knowledge. SERENE-RISC is the Canadian aggregator of university based cyber security research and will be a collaborator in network workshops, seminars and knowledge brokering.

In February, ITAC raised the issue of cyber security with senior federal policy makers during an ITAC-led visit to Parliament Hill by senior ICT executives.

Cyber security was an issue that was raised and debated passionately at several ITAC events this year including workshops on big data, the Internet of Things and digital healthcare. Based on the interest from members and the enthusiasm from government, ITAC facilitated meetings which it hopes will lead to the creation of a Cyber Security Centre of Excellence.

Recent quarterly meetings of the ITAC Cyber Security Forum have featured presentations by an array of experts from ITAC member

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# Cyber Security: Understanding Trends, and Responding to Threats to Digital Canada

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companies and government officials on the following topics:

- Internet Security Threat Report 2014
- Security standards under development
- ITAC security-focused trade missions to Dubai and India
- Lessons learned from the Heartbleed bug
- Taking action on cyber security
- OECD privacy and security update
- Canadian IT security spend in flux: Thirty markets in thirty minutes
- Cyber defence investment justification
- Security standards for the internet of things
- Death of the password?
- Expanding the cyber-security talent pool
- The financial sector as a magnet for cyber criminals
- Are Canada's financial institutions fully prepared to address today's cyber risk?
- Cyber insurance as an essential element in a modern security program
- Data-centric security and the banking sector: the Open Layer
- Towards a centre of excellence

ITAC is pleased to acknowledge the experts from the following companies, government departments and institutions for their willingness to share their impressive knowledge and insights with the community at Cyber Security Forum meetings over the past year:

Algonquin College, Century Link, CGI Group, General Dynamics IT, IDC Canada, Industry Canada, Lockheed Martin, Schedule1, Security Compass, SecureKey, Symantec, TwelveDot, Watsec, eSentire.

As online usage grows, so do the associated risks. These risks do not apply just to interactions between users; attention must now also be paid to the new risks associated with the rapidly advancing trend towards machine-to-machine communication and the Internet of Things.

New technologies are fundamentally changing the economic landscape and posing significant challenges to CIOs, CTOs, and other executives responsible for the security of networks, devices and data. The ITAC Cyber Security Forum will continue to play an integral role in information-sharing and policy-development work to ensure that Canada's networks and information are secure.

For more information on ITAC Cyber Security and Digital Economy initiatives please contact Bill Munson [bmunson@itac.ca](mailto:bmunson@itac.ca).



*Cyber security was an underlying theme at numerous ITAC events, like the Big Data conference held with IDC in February.*

# ITAC Ontario: Building Bridges Between Government and Between our Members

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Lisa Carroll, CGI Vice President, Public Sector, Ontario, chairs the ITAC Ontario Board of Directors



Karna Gupta with Ontario Deputy Premier, Deb Matthews

*The government's recognition of the need to modernize and share the full benefits of the digital economy with taxpayers is heartening. It dovetails with ITAC Ontario's foundational mission to help promote a healthy ICT ecosystem in Ontario.*

When Ontario Deputy Premier Deb Matthews spoke at ITAC Ontario's annual reception in February 2015, she made it clear it was NOT business as usual for the Liberal government.

"People have new expectations of government. They want services that are paperless, secure and available 24 hours a day," she told 200 senior players from the province's ICT sector. "We are watching the ways other governments are tackling these challenges, but we are also watching industry."

She went on to say the government relies on ideas and lessons the ICT community can bring to the table, praising ITAC for its ability to "mediate the conversation" and its ongoing efforts to put the appropriate government and industry players together in ways that ensure progress.

That positive assessment of ITAC Ontario's work has also been echoed over the past year by provincial departmental CIOs, senior bureaucrats and industry leaders, as the volunteer board, chaired by Lisa Carroll (CGI), pushed forward aggressively on initiatives that enhanced our industry's profile within government and ensured ITAC will continue to be a valued partner and trusted conduit of information.

### **ICT is important to the Ontario economy**

The government's recognition of the need to modernize and share the full benefits of the

digital economy with taxpayers is heartening. It dovetails with ITAC Ontario's foundational mission to help promote a healthy ICT ecosystem in Ontario. More than 20,000 Ontario companies create more than 400,000 well paying jobs. The industry contributes \$31.5 billion to GDP and Research and Development activity tops \$3.4 billion annually. The more conducive the ecosystem to growth, the more economic benefits emerge for everyone.

### **Ontario public sector business highlights**

The Ontario Public Sector Business Committee (ON PSBC) is the single voice for our industry in Ontario, focusing on providing value to the Ontario Public Sector as well as to our members and prospective members. PSBC co-chairs Karen Franklin (Rogers) and Ian Brennan (BDO) continue to guide strategy and priorities along with dedicated PSBC committee members and our active Ontario Government Relations Committee.

#### *Highlights of engagement with the Ontario government in 2014-15:*

- Enhanced relationships with the Ministry of Government Services (MGS) through ongoing engagement with senior leaders. ITAC's advocacy efforts on procurement modernization earned it an invitation to join the MGS Procurement Innovation group in 2015.

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# ITAC Ontario: Building Bridges Between Government and Between our Members

*In early 2015 ITAC launched a Partnership Program focused on developing networking and business opportunities between young IT companies and established ICT firms.*

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- A strengthening of our relationship with the government's Corporate Chief Information and Information Technology Officer David Nicholl. More than 200 members attended each of our two CCIO breakfasts, gaining valuable intelligence about pending government procurement plans directly from the CIOs of responsible departments.
- Our member-only Fireside Chat series continues to offer intimate and off-the-record discussions of issues affecting leaders in Government. Deputy Ministers, CIOs and ADMs from OPS and BPS are invited to meet with our members in this interactive and informal forum. Guests from 2014 included: David Fountain, CIO, Ontario Securities Commission; Saad Rafi, CEO and Brian Cook, VP IT, Pan Am Games; Marian MacDonald, Assistant Deputy Minister, Shared Services, MGS; and Greg Orencsask, Deputy Minister, Treasury Board/Secretary of Treasury Board/Secretary of Management Board of Cabinet.
- The ITAC Ontario calendar was full of opportunities for productive engagement with the Ontario Government. Some were small and intimate others were large and high profile. Many were oversubscribed, a testament to their value to both industry and to the government officials who attend and lead presentations.

## **Promoting the innovation agenda**

ITAC continues its close relationship with the Premier's Office as well as the Ministry of Economic Development, Employment and Infrastructure (MEDEI). ITAC meets regularly with MEDEI Minister Brad Duguid and Deputy Minister Gilles Gherson to develop and expand collaboration initiatives, and in 2014 was invited to provide input on the Ontario ICT Strategy

with the Ministry of Economic Development, Employment and Infrastructure (MEDEI).

## **Engaging the ICT SME community**

Seventy per cent of ITAC's membership is composed of Small and Medium Enterprises (SME). In 2014-15 we introduced several new initiatives specifically targeting their needs. One of the new features introduced on our website was Funding Portal, a service that with a single search allows members to determine available funding opportunities from more than 4200 federal, provincial and municipal public sector funding and tax incentive programs that distribute \$12 billion in funding each year.

ITAC has also entered into a partnership with Ryerson University to promote Magnet, a cutting-edge career networking platform that connects employers looking for people with people looking for jobs. SMEs can take advantage of the innovative technology to quickly search thousands of candidate profiles to find only those candidates with the skills and interests they require.

In March 2015, we successfully launched the ITAC Partnership Program designed to provide opportunities for networking and potential partnerships between young IT companies and established ICT firms. The debut event hosted by Rogers, was extremely well received and featured panelists from GeNUIIT, Telus, Rogers and Fujitsu. The program will continue in Fall 2015 and is being recognized by our members as a useful forum for young companies to get access to large enterprise and showcase their innovative technologies and solutions.

For more information on ITAC Ontario and its activities contact Denise Shortt [dshortt@itac.ca](mailto:dshortt@itac.ca).

# ITAC International Business Strategy Focuses on India and Dubai

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*ITAC's January 2015 trade mission to India included a stop at Bangalore-based Happiest Minds*

*"The UAE people we met had a great respect for Canada and our healthcare system and would like to emulate this. I feel that gives Canadian IT companies a huge advantage to work within the UAE."*

*– Gail Crook, CEO,  
CMH Inc.*

ITAC believes that international business development is essential if Canadian ICT companies are to grow to a significant size and is committed to promoting early and successful global business development strategies.

### **Developing the skills**

We conduct regular seminars and webinars about doing business in key markets. These events are designed to introduce ITAC members to the array of resources – including Export Development Canada and the Trade Commissioner Service of the Department of Foreign Affairs Trade and Development – available to help companies succeed around the world. The seminars also provide peer-to-peer learning as company executives share lessons learned in the global marketplace.

In the past year our trade promotion efforts were enhanced when Trade Commissioner Pratima Rao, the Ontario lead for the ICT sector, was embedded in ITAC's Mississauga office, ready to offer free consultations to members that are export-ready.

### **Making the connections on the ground**

Twice a year ITAC leads trade missions to bring Canadian ICT companies face to face with global market opportunities. These missions focus on two high potential markets. Dubai

in the United Arab Emirates is a burgeoning economic hub in the Middle East that serves as a portal to business not only on the Arabian Peninsula but into Africa and Eastern Europe as well. ITAC's missions to Dubai have focused on major trade shows such as GITEX. Dubai also hosts Arab Health, the largest health conference and trade show in the Middle East. Many of our ITAC Health members have found Arab Health to be a fruitful venue for discovering business opportunities.

The second ITAC mission visits India. With a common language and common governance institutions Indian trade represents huge opportunities for Canadian firms. It is, however, a complex market. With the help of a strong array of experts and business contacts, we have provided mission participants with a high-value introduction to the Indian ecosystem and introductions to executives making purchasing and partnering decisions for major Indian firms such as Reliance and Tata.

DFATD support enables us to reduce the cost of travel to these mission destinations by as much as half for participating Canadian companies. This presents excellent opportunities to explore these high potential markets.

For more information on the 2015-2016 International Business Development Program contact Lynda Leonard [leonard@itac.ca](mailto:leonard@itac.ca).

# Microsystems: Macro Effects

## Canada's Microsystems are a Hotbed of Ingenuity and Enterprise

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*"The opportunities to use technology to reshape the world are just as powerful today as they were 30 years ago. With fewer resources available for start-ups, and fewer government strategies to support growth in place, the challenge is making the jump from a small or mid-sized company to the \$100 billion firm."*

– Adam Chowaniec



Ken Wagner, ITAC SMC Chair, Distinguished Engineer, PMC-Sierra Inc.



David Lynch, COO, Kapik Inc.



Ken Schultz, Business Development Manager, Ontario Centres of Excellence

ITAC's Strategic Microsystems Council (SMC) interacts with the microsystems community to promote professional development, public policy discussion and business networking. Working with microelectronics/microsystems development companies and researchers, the SMC hosts Best Practice Forums on technical and business topics throughout the year in cities across Canada.

The hardworking group is led by a steering committee chaired by Ken Wagner, who is assisted by David Lynch and Ken Schultz.

### Celebrating two decades of success

October 2014 marked the 20th annual edition of the ITAC SMC's Executive Forum on Microsystems. This milestone was celebrated in Gatineau with a featured panel of industry builders who are past recipients of the SMC Outstanding Service Award.

Long-time microelectronics industry champion Duncan Stewart of Deloitte moderated a

discussion among Dr. Savvas Chamberlain, (founder of DALSA), Dr. Adam Chowaniec (founder of Tundra), Dr. Richard Foss (co-founder of MOSAID, Gord Harling (serial entrepreneur) and Dr. Ian McWalter (President and CEO of CMC Microsystems) about the evolution of the industry and the current climate for entrepreneurship in microsystems.

The SMC Outstanding Service Awards for 2014 were presented to Chris Lumb, the former CEO of Micralyne and Dr. Miles Copeland of Carleton University.

In 2015 the SMC designed a series of expanded Best Practice Forums for presentation in microsystems centres across Canada.

For more information on Microsystems contact Lynda Leonard [leonard@itac.ca](mailto:leonard@itac.ca).



Dr. Miles Copeland of Carleton University

# ITAC Advocacy: Strategic Engagements that Empower Government to Innovate & Grow ICT

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*Karna Gupta, President of ITAC, celebrated the signing of CETA with Prime Minister Stephen Harper.*

*ITAC presented recommendations to enhance the national digital strategy in two whitepapers delivered to Industry Minister James Moore.*

Advocacy is an essential part of ITAC's mandate. We engage with key ministers and government officials to facilitate innovation, collaboration and community growth. We encourage changes to policy and procedures that allow the government to deliver on the benefits associated with true digital government. We submit white papers, appear before committees and bring decision makers face-to-face with our members.

### **Together our voices carry**

Highlights of our advocacy in the last year include:

- A full day of meetings on Parliament Hill during which ITAC reinforced the importance of talent development, trade opportunities for economic growth and the technology adoption to help Canada become a global powerhouse.
- ITAC engaged the Head of Canada's Public Service, Ms. Janice Charette, Clerk of the Privy Council and Secretary to the Cabinet, to speak with Industry and discuss government's IT transformation plans.
- ITAC presented industry's Integrity Framework concerns and collaborated with Minister Finley and her team at Public Works Government Services Canada on the required changes, along with officials at the Prime

Ministers Office, Privy Council Office, Industry Canada, Shared Services Canada, and Treasury Board Secretariat.

- ITAC members met and collaborated directly with Minister Tony Clement, President of the Treasury Board Secretariat, on topics ranging from cloud policies, to the digital economy, and the modernization of public service.
- Talent policy issues played a large part in ITAC's advocacy over the past year as our members dealt with the changes introduced to programs providing access to the global talent pool such as the Temporary Foreign Worker Program and the International Mobility Worker program. These issues featured prominently in many meetings with the staff of Employment and Skills Development Canada and Citizenship and Immigration Canada. They were also discussed in ITAC's Hill Day.
- ITAC continued to engage Corinne Charette, CIO of the Government of Canada on how industry can better engage departmental CIOs, support the succession plans for its future CIOs, and strengthen the public-private sector dialogue on innovating public service delivery.

For more information about ITAC Advocacy contact Kelly Hutchinson [khutchinson@itac.ca](mailto:khutchinson@itac.ca).

# INFORMATION & COMMUNICATION TECHNOLOGY

The ENGINE of GROWTH in CANADA

531,000 + 478,300 = 1 MILLION

direct jobs

indirect jobs

Twice the number employed in the energy sector, & more than the auto sector

37,000

companies

\$159.9 BILLION  
in revenues

\$69.5 BILLION  
to the Canadian GDP

cloud economy will  
directly employ more than

57,000

workers by 2018

\$5 BILLION

largest  
private-sector  
performer  
in R&D

47.2%

of ICT workers  
are university  
graduates



ICT JOBS ARE  
EVERYWHERE

58%  
software &  
computer  
services

23%  
communications  
services

9%  
ICT  
manufacturing

10%  
ICT wholesaling

10% INCREASE

in mobile  
technologies  
efficiency

\$25 BILLION  
to the economy

\$72,000

annual average earnings  
of ICT worker

86%



ICT  
companies  
are small  
businesses

ITAC is the voice  
of the  
ICT industry

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# ITAC Talent: Improving the Talent Pool, Skills and Diversity of the ICT Sector

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*ITAC works with visionary business leaders, educators, public sector policy makers and others to develop the technology talent that employers need to compete in today's global economy.*

### **The demand for technology workers continues to grow**

For Canadian employers, having access to a pool of qualified technology workers has become more important than ever.

Today, over 1 million technology workers make Canada their home and unemployment in the sector is less than 3%. At the same time, technology workers continue to enjoy salaries that significantly outpace the national average.

Yet, employers continue to experience difficulties attracting technology workers and according to the Information and Communications Technology Council of Canada (ICTC), as many as 182,000 jobs could go unfilled by 2019.

### **ITAC has expanded its talent strategy**

ITAC works with visionary business leaders, educators, public sector policy makers and others to develop the technology talent that employers need to compete in today's global economy.

Last year, with the acquisition of the Canadian Coalition for Tomorrow's ICT Skills (CCICT), ITAC expanded its resources and increased its focus on key areas of talent development. In addition to its legacy work in policy development, diversity and best-practice forums, ITAC now also leads initiatives in high school outreach, curriculum development, post-

secondary degree development and campus recruitment.

### **CareerMash encourages young people to explore technology related careers**

Since 2007, CareerMash has worked with high school educators, parents, and students to change the conversation about technology-related careers through in-class role models, mentors and regular events.

Last year, approximately 10,000 young people participated in CareerMash programs across Southern Ontario.

Also, in 2014, CareerMash entered into an expanded partnership agreement with the Toronto District School Board (TDSB) and received recognition from the Ontario School Counsellor's Association with an award for its curriculum resources.

### **ITAC's Business Technology Management initiative focuses on curriculum development at the post-secondary level**

ITAC's Business Technology Management (BTM) program began in 2003 as a business-led initiative operated by the CCICT. It focused on developing unique, post-secondary degree programs that combine learning outcomes in business and technology.

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# ITAC Talent: Improving the Talent Pool, Skills and Diversity of the ICT Sector

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Today, BTM is offered in 18 universities and colleges across the country, with over 1,000 graduates annually. Many of these graduates go on to fill roles as project managers, business analysts and digital marketing experts.

The past year, BTM received additional funding from the federal government to expand its program to 50 by 2017. This includes refreshing the standard program and creating new specialty areas in industries (such as finance and health) and functional areas (such as cyber security, data analytics and digital marketing). It is also an opportunity to further professionalize the BTM discipline with updated career paths (National Occupancy Standards), a continuing education option, certification and a dedicated BTM association.

## **ITAC now provides members improved access to Canada's talent pool through a new partnership with Magnet**

In 2014, ITAC signed a partnership agreement with Magnet, a new online platform designed to help employers augment their campus and diversity recruitment efforts. Magnet offers access to a growing number of students, recent immigrants, graduates and others across Canada's university and college network and can be accessed through ITAC's own website.

## **Best-practice forums**

Excellence in Human Resource practices continues to play a key role in organizational success and nowhere is this more important than in the ICT industry. ITAC's HR Forum brings together HR professionals from large, medium, and small companies to share best practices and knowledge. In 2014, ITAC's HR forum covered a wide range of topics, including the latest developments in workforce planning and

employee engagement, as well as recruitment tools and technology.

## **ITAC continues to help diversify Canada's technology workforce**

Women continue to represent just 25 per cent of Canada's technology workforce. ITAC is committed to encouraging the growth and development of women in technology through best-practice forums and special events, and by keeping the issue central in public policy.

Our Diversity Advisory Committee has over sixty members and focuses on four pillars: Women in Leadership, Women in the Pipeline, Women Entrepreneurs and Women on Boards.

One of the highest profile diversity initiatives of the past year was the creation of a registry for women in the ICT sector with the experience and skills to sit on a corporate board of directors. Announced in February, the registry is designed to make it easier for ICT companies to tap into the impressive pool of female talent already in the industry.

Our Women in Leadership speaker series is extremely well attended and in 2014 showcased female leaders from Microsoft, Google, Dell, Chipworks, Ericsson, Cisco and Spring2Innovation. We continue to partner with like-minded organizations including Women in Communications and Technology (WCT), Ryerson University, Catalyst Canada, IT World Canada and Girls Raising.

For more information on ITAC Talent contact Chris Drummond [cdrummond@itac.ca](mailto:cdrummond@itac.ca).

For more information on Diversity initiatives contact Denise Shortt [dshortt@itac.ca](mailto:dshortt@itac.ca)



*Maria Elena Carbajal, a VP at Ericsson, spoke at Engineering Your Way to the Top, a recent diversity event co-hosted by ITAC.*

*ITAC encourages the growth and development of women in technology through best-practice forums and special events. We are committed to keeping the issue central in public policy.*

# Government Procurement & Transformation



ITAC provides an industry voice to key government modernization efforts.



Liseanne Forand, President of Shared Services Canada, spoke to ITAC members about modernization efforts several times in 2014-15.

*ITAC and its members collaborate with governments to develop best practice procurement options and encourage fresh digital government opportunities.*

## **ITAC is well aligned and supports the government of Canada's IT modernization agenda**

ITAC is a key collaborator and trusted advisor on public sector transformation and ICT procurement strategies to Shared Services Canada, Public Works Government Services Canada, and Treasury Board Secretariat.

- ITAC plays a pivotal role in the transformation of the Government of Canada's IT infrastructure through its participation in the Shared Services Canada (SSC) Information Technology Infrastructure Roundtable (ITIR), headed by SSC President Liseanne Forand.
- ITAC members work closely with SSC's Architectural Framework Advisory Committee (AFAC), to identify best practices, establish ICT standards and reference architectures, and encourage innovation and competition within each transformation initiative.
- ITAC and its members advise government on procurement challenges, digital adoption, and eprocurement initiatives. They support socioeconomic policy development through participation on the SSC Procurement Benchmark Advisory Committee (PBAC).
- ITAC's Public Sector Business Committee (PSBC) is a live platform to voice feedback on the federal procurement framework and government-wide modernization initiatives. Over 80 members meet live or by teleconference monthly and key government

officials attend to brief membership on its activities and discuss known issues.

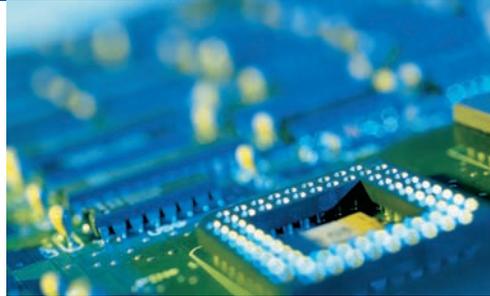
- ITAC provides an industry voice to key modernization initiatives through its Enterprise Working Group and develops whitepapers to provide government with industry's perspective on solutions like Cloud and the Digital Economy.
- The ITAC CIO Working Group supports the evolving role of the CIO as an equal partner and enabler. It is also a platform for CIOs to better engage and collaborate with membership through panels and events.
- ITAC's Procurement Working Group is a forum where industry can develop and refine solutions to issues encountered in federal government procurement. In particular, the Procurement Working Group focuses on the collaborative procurement process, risk management, and representations on behalf of all suppliers, including small and medium enterprises and aboriginal businesses.
- ITAC provides thought leadership through its Annual Outlook Conferences. Planned in collaboration with the CIO of the Government of Canada, ITAC aims to ignite public-private sector dialogue on innovating public service delivery.

For more information about Government Procurement and Transformation contact Kelly Hutchinson [khutchinson@itac.ca](mailto:khutchinson@itac.ca).

# Strengthening Engagement with Provincial Governments

## ITAC

INFORMATION TECHNOLOGY  
ASSOCIATION OF CANADA



*Alberta has a large, sophisticated, and growing ICT industry with an international reputation for innovation.*



*l'Assemblée nationale du Québec.*

*In 2014-15, ITAC launched new chapters in Quebec and Alberta, strengthening its national mandate as the voice of the ICT industry in Canada.*

Provincial governments play significant roles in the shaping of economic policy and building strong innovation ecosystems. ITAC Ontario has been actively engaged with the Ontario government for nearly 20 years now. But other provincial jurisdictions are making major decisions to attract and build strong clusters of ICT activity. Recently ITAC announced the creation of two new entities to better marshal provincial advocacy activities in Alberta and Quebec.

### **A new voice for Alberta ICT**

Alberta boasts a dynamic ICT sector which has persistently advocated the need for greater economic diversity in a province that derives 36 per cent of its GDP from the energy sector. The global downturn in energy prices and a dramatic change in Government in Alberta have underscored the importance of this advocacy. With a group of Canadian, multinational and home grown Alberta tech firms like Smart Technologies, Calgary Scientific and Willowglen Systems, ITAC launched ITAC Alberta in March. Its mandate is to work more closely with Government and Alberta provincial associations and incubators to strengthen and grow the ICT sector in Alberta. Elaine Huesing [ehuesing@itac.ca](mailto:ehuesing@itac.ca), Executive Director of ITAC Health, will provide the staff support for this new initiative.

### **ACTI Quebec launched**

Also in March ITAC launched a Quebec Chapter, ACTI Quebec, to serve ICT businesses with a distinct forum to act collectively on local issues.

ITAC has always been active in Quebec, but President and CEO Karna Gupta says the new group reflects the significant role information technology plays in the Quebec economy. The ICT industry in Quebec employs 86,230 workers directly, and an additional 111,770 ICT workers in jobs in manufacturing, health and financial services.

Many global businesses have set up operations in Quebec to take advantage of the skilled and highly creative workforce, as well as the proximity to the American market, but there are also a growing number of smart small and medium sized business working in Quebec and getting ready to tackle world markets.

ACTI Quebec will give both the large and small players a stronger network for business development and a collective voice when dealing with provincial procurement and tax credit issues. The ACTI Quebec initiative will be spearheaded by ITAC Vice-President Francois Morin [fmorin@itac.ca](mailto:fmorin@itac.ca).

For more information on ITACs national outreach, contact Lynda Leonard [leonard@itac.ca](mailto:leonard@itac.ca).

## ACTI

ASSOCIATION CANADIENNE  
DES TECHNOLOGIES DE L'INFORMATION

# ITAC Health: Working to make Digital Health a Canadian Priority

**ITAC**

INFORMATION TECHNOLOGY  
ASSOCIATION OF CANADA



*An evaluation of digital health certification services identified seven initiatives to be completed over three years.*

The explosion of emerging technologies is having a disruptive force on the way we deliver health care in Canada. The opportunity to embrace innovative digital health options that improve patient outcomes and enhance the efficiency of healthcare services has never been greater.

But multiple approval systems across the provinces result in procurement bottlenecks and regulatory burdens that constrain growth and chills the innovative spirit. ITAC Health works with its members and partner organizations to find ways to streamline the regulatory process and champion improved procurement efforts that will allow companies to scale and create a more robust digital health ecosystem.

ITAC Health offers a comprehensive program of advocacy, best practice and networking opportunities designed for digital health companies of all sizes. There are opportunities for participation on committees and forums, as well as in awards programs and advocacy initiatives.

Every two years ITAC Health engages in a full review of its strategic plan. In December 2014 the ITAC Health Board of Directors approved a plan focused on the creation of new programs to attract “start-up” members; the promotion of fair, transparent and streamlined procurement practices; and the provision of

guidance to industry on standards, certification, patient safety, credentialing and licensing.

*Some of the significant activities of the past year included:*

## **Digital health certification review completed**

In November ITAC Health and Canada Health Infoway completed a joint evaluation of digital health certification services in Canada. The evaluation identified seven initiatives to be completed over three years that would ensure a program that promises certified products will meet the privacy, security and interoperability requirements in Canada.

ITAC Health’s Interoperability and Standards committee successfully launched the ITAC Health Community on Infoway’s collaboration platform, InfoCentral. The ITAC Health Community on InfoCentral will be the gateway for vendor input into Infoway’s Clinical Interoperability Strategy.

## **Establishment of an emerging technologies task force**

A Task Force was created to identify specific membership value to Canadian Health IT “Start Up” companies. Late in the year the task force was completing its Mandate and Terms of Reference, laying the groundwork

*(continued over)*

# ITAC Health: Working to make Digital Health a Canadian Priority

(continued)

for determining the priority areas for programing. Initiatives under consideration include procurement education, networking and relationship building events, mentorship programs and exporting opportunities. Multinationals and larger Canadian Health IT companies have expressed interest in the initiative as a way to look for companies ready for potential partnerships.

## **A presentation to the federal government's advisory panel on healthcare innovation**

In November, ITAC Health delivered a report to the federal government recommending a federal-provincial partnership that promotes and fosters innovation. It recommended the government acknowledge the adoption of digital health as a priority and a critical enabler of healthcare innovation. It called on governments to enhance their respective roles in digital health as a strategic investor, regulator and purchaser of digital health products and services. The report also called for harmonized standards and policies and increased financial support for innovative initiatives.

## **Export success**

Our members participated in export webinars and were introduced to trade commissioners and government officials from numerous countries across the U.S., Europe, Australia, and the Asian Pacific Rim.

## **National standards for vendor credentialing**

ITAC Health continues to work closely with MEDEC, Rx&D, and HSCN to develop an industry strategy for the promotion and implementation of the national standard. The collaborative effort supports the view that any vendor credentialing regime must be based on national standards adopted and supported by all healthcare organizations in Canada.

## **Educational sessions, workshops and networking events key**

Delivering valuable educational eHealth update sessions and topic specific workshops across Canada remains an important focus for ITAC Health. ITAC Health recently introduced a webinar series and annually hosts several full and half day workshops. ITAC Health partners with COACH to host the annual Canadian Health Informatics Awards.

## **Success breeds success**

ITAC Health helps ensure the free-flow of ideas in the sector by hosting the annual Canadian Reception at HIMSS. This past year it was held in Chicago, Illinois. With more than 600 in attendance each year, it is a 'must-attend' event for all Canadians at HIMSS. ITAC Health also continues to partner with COACH to host the annual Canadian Health Informatics Awards. The 2015 edition held in Toronto marked the tenth anniversary of celebrating excellence in Canadian Health Informatics.

For more information on ITAC Health and its activities contact Elaine Huesing [ehuesing@itac.ca](mailto:ehuesing@itac.ca).



*"ITAC Health made great strides this year particularly in the areas of vendor software certification and credentialing. I'm pleased with how passionately our staff and board serve our membership."*

*– David Mosher,  
Chair, ITAC Health  
Board of Directors*

# Progress on Our Priorities

# ITAC

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ITAC offers a wide range of engaging best practice and learning opportunities.



Lloyd Bryant, Managing Director, HP Canada announces the creation of the ITAC Women on Boards Registry.

*Thousands of university students are gaining the appropriate skills for ICT careers as they take the ITAC-delivered Business Technology Management (BTM) Program at 18 universities. Plans are underway to expand it to 50 schools.*

ITAC has four priorities that serve as the foundation for the work we do:

## Improving productivity through the adoption of technology

- ITAC signed an MOU with Smart Cybersecurity Network. This strengthens our role as a leader in cyber security research and provides the opportunity to work with a multi-stakeholder team to look at ways to establish a cyber security centre that positions Canada as a global leader in cyber security.
- ITAC Health is sharply focused on driving the adoption of technology. One of the key obstacles has been the complicated certification process used by jurisdictions, hospitals and other health customers to meet safety and security standards. A new partnership with Canada Health Infoway (CHI) is moving the conversation toward a national certification process.

## Driving innovation and competitiveness

- ITAC led two successful trade missions this year, one to UAE and one to India. These were highly curated mission with targeted B2B meetings that resulted in meaningful business opportunities for our members. The trips will be repeated in 2015 and 2016.
- The 20th Annual Executive Forum on Microsystems was celebrated in October. This was a major milestone for the Canadian microelectronics industry. The forum, which brings together academia and the private

sector, featured presentations by many veterans of the industry as well as leaders from emerging microsystems companies.

## Improving the talent pool, skills and diversity of the ICT sector

- More than 10,000 high school students were exposed to ICT career possibilities through ITAC Talent's CareerMash program. Thousands of university students are gaining the appropriate skills for ICT careers as they take the Business Technology Management (BTM) Program delivered to 18 universities by ITAC.
- An ITAC initiative that will help ensure improved gender diversity on corporate boards in the technology sector was officially launched in February. A new registry for women in the ICT sector will make it easier for ICT companies to tap into a qualified pool.

## Modernizing the public sector in its use of information technology

- ITAC took a leadership role in working for changes to PWGSC's Integrity Framework.
- We are actively working with Shared Services Canada to develop an improved engagement model between the government and the industry, addressing important issues, such as procurement process, cloud implementation and architectural frameworks.

Learn more about ITAC on our website: [www.itac.ca](http://www.itac.ca)

# Rewarding Innovation, Leadership and Scholarship

# ITAC

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*Dianne Buckner, host of CBC's Dragons' Den was the MC for the Ingenious Awards.*



*The Alberta Organ and Tissue Donation Registry took home the Ingenious Award in the Large Public category.*



*"The things we find difficult today will become effortless, if we are persistent and never give up. Thank you to ITAC for recognizing my hard work."*

*- Oksana Kilik, ITAC Scholarship recipient.*

## Celebrating success

Canadians can be a modest bunch. We don't like to blow our own horns. We shun praise, no matter how well deserved. We often shy away from the spotlight, usually to our own detriment.

But success breed success and ITAC developed the Ingenious Awards in 2011 to encourage Canadians who work in business, government, not for profit entities, and other public sector organizations to share their achievements through the use of technology.

Since then, the awards have showcased visionary leaders who understand the transformative power of ever-evolving ICT tools and use them to strengthen the economy, improve the productivity of their organizations and enhance the lives of Canadians.

In 2014, winners provided a glimpse into the power of ICT to solve health care problems, help companies establish leadership positions, empower government in new ways to protect personal information, and even to give weary travelers a few extra minutes of peace on a trip home.

The 2014 edition of the Ingenious Award featured the inaugural winners of the CanadianCIO of the Year Award. Presented in partnership with CanadianCIO Magazine and the CIO Association of Canada, the Award recognizes outstanding CIO's who

have demonstrated superlative business and technological vision, and a capacity to drive enterprise transformation and deliver shareholder or stakeholder value.

Nominations for the 2015 awards close June 30. Nominations for the 2016 awards will open in November at [www.ingeniousawards.ca](http://www.ingeniousawards.ca).

## Canadian Health Informatics Awards

The digital health revolution is creating foundational changes in the Canadian health care system. ITAC helps recognize those at the front line of change as major supporter of the Canadian Health Informatics Awards. The annual awards program celebrates businesses, teams, projects and leaders who demonstrate e-health excellence.

## ITAC BTM bursary

The annual ITAC Golf Tournament is an important networking opportunity and a portion of the funds raised go toward a \$5000 for a Business technology Management scholarship. This past year, Mississauga resident Oksana Kilik was able to quit her part-time job and focus on her BTM classes at Ryerson University because of the generosity of industry participants. We expect to repeat the effort at this year's tournament.

Learn more about ITAC on our website: [www.itac.ca](http://www.itac.ca).