

ITAC

Information Technology
Association of Canada



ACTI

Association canadienne de
la technologie de l'information

Annual Review 2015-16

Message from the ITAC President

ITAC

INFORMATION TECHNOLOGY
ASSOCIATION OF CANADA



Robert Watson
President & CEO,
ITAC

A member-driven not-for-profit, ITAC has served as the authoritative national voice of the \$170 billion ICT industry for over 60 years. The ICT sector generates more than 1 million jobs directly and indirectly and R&D expenditures totaled \$4.9 billion annually.

The past 12 months have been eventful with the change of the outgoing Conservative government and the transition to the Liberals winning the election in October 2015. During the election, ITAC sent all three political parties a questionnaire that identified the major concerns of the ITAC membership asking them how they would respond.

With the successful win of the Liberal party and the newly appointed cabinet, ITAC quickly responded to each of the mandate letters of our target Ministers in order to reinforce the importance of ICT and to collaborate on solutions to industry-wide issues.

This year's Hill Day was the most successful to-date. ITAC hosted 21 member organizations that had the opportunity to engage with Ministers and other senior ministerial delegates to continue to provide constructive advice on how Canada can move its digital agenda forward with the creation of Canada's Innovation Agenda. The three key areas of focus during Hill Day included: Talent and Skills Development; Transformation and Digital Adoption; and Trade and Competitiveness. The digital economy is the single most important driver of innovation, competitiveness and growth for Canada.

Following Hill Day, a reception was held in the evening on Parliament Hill. The Honourable Patty Hadju, Minister of Status of Women, was our guest speaker and addressed the gender diversity gap in ICT. She introduced the ITAC

Diversity Women on Boards Registry as it nears the final stage before officially launching female-ready board candidates for the technology sector.

Beyond this, ITAC continued to work with its members to deliver value in both the policy and legislative arena as well as creating venues where companies large or small can connect and network.

We provided our members with impressive access to senior government officials and senior industry leaders in a variety of formal and informal settings. ITAC delivered key events including:

- Two CCIO breakfast discussions featuring key Ontario influential leaders and hosted by David Nicholl, Corporate Chief CIO, Ontario Government
- Broader Public Sector CIO Breakfast with Rob Meikle
- City of Toronto; event with Marion MacDonald, Assistant Deputy Minister, Supply Chain Ontario to help collaborate on Ministry of Government & Consumer Services 2020 Strategy
- Fireside Chat with Steve Orsini, Ontario's Secretary of the Cabinet, Head of Public Service

Each November our members and their guests attend the Ingenious Awards Gala designed to build awareness of how enlightened Canadians are building more competitive enterprises. It demonstrates how effective organizations can help build a stronger Canadian economy through the innovative use of technology. A night to truly honor innovation within the ICT sector.

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Message from the ITAC President

The ITAC members that participated in Hill Day had several meetings to engage with the Federal Government.

Pictured: meetings with Hon. Navdeep Singh Bains, Minister of Innovation, Science and Economic Development; The Hon. Bardish Chagger, Minister of Small Business and Tourism; Hon. Rona Ambrose, Leader of the Opposition Conservative Party of Canada; and Hon. Judy Foote, Minister Public Services and Procurement. Hill Day Reception followed on Parliament Hill.



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ITAC's Partnership Series brought together Microsoft, Dassault, Hitachi, Bell and the SME community to facilitate partnerships between enterprises and SMEs. We kicked off an SME Fireside Chat series to create an educational and networking forum for our SME members. The first one focused on IP Strategy.

ITAC Health continued their engagement with several agencies across Ontario providing ITAC Health member input into new and innovation procurement processes – eHealth Ontario, Waterloo Health Region and Cancer Care Ontario to name a few. The Queen's Park Digital Health Day was a great opportunity to showcase the successes.

The Business Technology Management (BTM) Program is now running 19 programs nationally with over 3,500 students enrolled. Work is underway with specializations within the BTM such as cyber security, digital media, health informatics, etc. Three successful regional BTM events were hosted this past year in Toronto, Montreal and Vancouver for post-secondary students and a CareerMash event was held in Toronto for hosting 1,000 high school students and 50+ exhibitors for the career fair.

White papers issued this past year include:

- Internet of Things – Time for National Discourse
- Cloud Computing, Transforming the Government of Canada for the Digital Economy
- Alberta Position Paper- Toward a More Diverse Alberta Economy
- ITAC Response Paper to the Privacy Commissioner's Report on Online Reputation

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 review our annual report and learn about the progress we've made on a wide variety of initiatives.

As we start our new fiscal year, ITAC will actively engage with our members to ensure that we are effectively incorporating their issues into an industry-centric voice that benefits all.

On behalf of everyone at ITAC, I would like to acknowledge Karna Gupta, past President and CEO of ITAC, a dedicated leader of the organization for five years, who completed his time with ITAC in April to pursue other opportunities.

Learn more about ITAC on our website: www.itac.ca

Message from the ITAC Chair

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INFORMATION TECHNOLOGY
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ITAC Chair
David MacDonald
*President & CEO,
Softchoice Corp.*

Disruptive technologies are shaping the world around us and Canadians need to take advantage of them to nurture a more productive, competitive, and true 21st century economy.

Since joining ITAC in 2004, I have been continually impressed by the tremendous brainpower that resides at every level of our association. The commitment by the Board of Directors along with the contributions from the membership is a sign of the true power of collaboration.

The Information Technology Association of Canada (ITAC) was fortunate to have Lloyd Bryant, former Managing Director at HP Canada Co., as the ITAC Chair until the end of 2015 when he retired. I took over the reins at the start of 2016 but have been on the Board since May 2004 and did my first term as Chair of the ITAC Board in 2007/2008.

I am very passionate about the role of ITAC being the voice of Canada's information and communications technology (ICT) sector. ITAC offers an opportunity for unity that makes us all stronger and ensures a collective voice in advocacy to ensure policy makers and key influencers hear the concerns of the membership.

ITAC's membership reflects the broad diversity of Canada's ICT landscape – from start-ups in digital health to our strong SME community to mature manufacturers with global reach – but there is still an intimacy within ITAC that non-members may not understand.

As I look back on ITAC's year, as you will see in the pages of this annual report, I am encouraged

by both the addition of 34 new members and the level of engagement shown by our members across the sector:

- 50 events
- 3,900+ people attended ITAC events (including non-members)
- 47 meetings held by 17 active committees, forums (including sub-committees, working groups, and ITAC Boards)
- 935 people attended various committee and board meetings
- 6,970 individual members receive our communications

We will keep focus on our four strategic priorities:

1. Improving productivity through the adoption of technology
2. Driving innovation and competitiveness in the tech sector
3. Improving the talent pool, skills and diversity of the tech sector
4. Modernizing the public sector in its use of information technology

The impact of ITAC's work depends on the involvement of its members. There is tremendous brain power that resides within our association and ITAC's success depends on the engagement of enthusiastic, innovative leaders who believe we will have a better workforce, a louder voice in government and a more prosperous ICT ecosystem when we all work together.

2015-16 Board of Directors

Executive Committee



Chair
David MacDonald
President and CEO
Softchoice Corporation



ITAC President
Karna Gupta
President and CEO
ITAC
End date: April 15, 2016



Karen Atkinson
Partner, Business Tax
Services
Ernst & Young LLP



ITAC President
Robert Watson
President and CEO
ITAC
Start date: April 15, 2016



Andrea Stairs
Managing Director
eBay Canada



Treasurer
Frédéric Boulanger
President and CEO
Macadamian
Technologies

Directors



Charlie Atkinson
Managing Director,
Canada
Hewlett Packard Enterprise



Jeremy Auger
Chief Strategy Officer
D2L Corporation



Angela Brown
President and CEO
Moneris Solutions



Ontario Chair
Lisa Carroll
Vice-President,
Consulting Services,
Government – Ontario
CGI Inc.



Julia Elvidge
President
Chipworks



Susanne Flett
President and Founder
Healthtech Consultants



Arpad Hevizi
Senior Vice-President
and CIO
Celestica



Pat Horgan
Vice-President,
Manufacturing, Distribution
and Operations
IBM Canada



Roy Hudson
Senior Vice-President
CGI



Wayne Karpoff
President
Willowglen Systems Inc.



Janet Kennedy
President
Microsoft Canada



Vito Mabrucco
Managing Director
IDC Canada



Dan Madon
Vice President, Public
Sector Canada
Cisco Systems Canada



Mario Meroni
Area Vice-President,
Canadian Public Sector
Application Sales Team
Oracle Canada



Health Chair
David Mosher
Director, RelayHealth
McKesson Information
Solutions Canada



Graham Palmer
Country Manager
Intel of Canada



Kevin Peesker
President
Dell Canada Inc.



Rick Reid
President
Tech Data Canada
Corporation



Claudia Thompson
Managing Director
Accenture



Al Varney
President and CEO
Xerox Canada Ltd.

Advocating Tax Measures to Build a Strong Knowledge-Based Economy

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Karen Atkinson
ITAC Tax and Finance Committee Chair
Tax Partner, EY



Business taxes can encourage or inhibit job creation and product development across the country. When structured correctly, the tax system can bring top talent, ground-breaking new technologies, and robust infrastructure which increases Canada's productivity and competitiveness.

ITAC's Tax and Finance Committee presents a unique opportunity for companies to reshape the tax system in order to help our industry prosper. Our tax and finance specialists provide a strong professional network which identifies tax changes that impact our industry and offer recommendations to the Government on how to improve Canada's fiscal landscape.

ITAC's Tax and Finance Committee is a well-established and respected authority on federal and provincial tax policies. The Committee recently advocated against the Federal Government's suggested changes to the tax treatment of stock options. The Committee demonstrated that changes to stock options would negatively impact Canadian businesses by limiting their access to talent. By highlighting the consequences which this tax decision would have on broader public policy, the Committee convinced the Government to maintain the current tax treatment of stock options.

The ability to illustrate how tax policies impact the broader economy and public policy is one of the Committee's greatest strengths. Currently, ITAC's Tax and Finance Committee is advocating for an expansion of the accelerated capital cost allowances to include the cost of ICT equipment and broadband networks. These tax changes

would significantly increase the deployment of digital infrastructure and would provide economic and social opportunities to Canadians across the country.

ITAC's Tax and Finance Committee also seeks to foster innovation through strategic tax policies. These policies include placing a reduced tax burden on revenue generated from intellectual property, which will encourage the use of intellectual property across Canada, as well as indirect and direct tax incentives for R&D investments, such as the Scientific Research and Experimental Development (SR&ED) Tax Incentive Program.

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. All members should ensure that their finance experts are a part of this Committee and are helping to reshape Canada's tax system.

For more information on Tax & Finance, please contact Alexandra MacEachern, VP, Policy, amaceachern@itac.ca.

Procurement Modernization and Digital Transformation Across the Government of Canada



ITAC provides an industry voice to key government modernization efforts.



Director General, Pat Breton, Procurement and Vendor Relationships, Shared Services Canada at ITAC Hill Day Reception

In an ever changing Federal landscape, ITAC is keeping pace and bringing your issues forward to new government.

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

To keep pace with the transformation initiatives taking place across departments while making sure core issues are raised on behalf of membership, ITAC has engaged both the departmental leadership and the ministerial staff within the core departments.

- While ITAC continues to play a pivotal role in the transformation of Government of Canada's IT infrastructure, significant issues remain. As a result, ITAC is engaging the newly appointed ministerial staff at Public Services and Procurement Canada (PSPC), Treasury Board Secretariat (TBS), Privy Council Office (PCO), and the Prime Minister's Office (PMO) to create a Digital Leadership Advisory Council for Canada. This will allow Government and Industry to collaborate on Digital Government and Canada's Innovation Agenda mandates.
- ITAC remains committed to providing guidance on all procurement modernization initiatives at PSPC and Shared Services Canada (SSC). In tandem, ITAC is also collaborating with departmental leadership on ways to strengthen the existing industry engagement mechanisms so that the tech sector has a greater voice at the transformation table.
- ITAC's Public Sector Business Committee (PSBC) is your source for all things federal procurement, government-wide IT modernization and departmental

business transformation. Over 80 member organizations attend ITAC's PSBC each month to gain greater insight into the initiatives underway, interact with government, and then highlight any particular issues within the in-camera part of the session. The PSBC also runs three working groups focused on staying abreast of procurement related issues, better aligning to the CIO community and providing guidance on enterprise IT solutions government may undertake.

- ITAC provides industry-wide feedback on government modernization and transformation initiatives through its Enterprise Working Group.
- 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.

For more information on Government Procurement and Transformation contact Kelly Hutchinson, VP, Government Relations and Policy, khutchinson@itac.ca.

Cyber Security: Understanding Trends, Building Resilience and Protecting Digital Canada



Cyber security continues to be a focus in ITAC's advocacy and events.

Organizations that embrace new technologies to enhance productivity and competitiveness need to be aware of the risks of losing sensitive data and network access – or even control – to targeted attacks by ill-intentioned outsiders.

Despite diligence on the part of most businesses, cyber attacks are on the rise, costing the global economy upwards of \$45 billion annually¹. Symantec estimates Canadian consumers lost \$2 billion to cyber crime in the last year alone,² a year that also witnessed several dramatic cyber attacks targeting critical infrastructure, including ransomware attacks on hospitals in Ottawa and California, and the March 2016 attack that disabled parts of Ukraine's power grid.

Fortunately, ITAC's message on the urgency of building cyber resilience across government and the economy is being received by government. The 2016 Federal Budget earmarked \$77.4 million over five years to protecting government networks; however, ITAC will continue to press that government views cyber security not just as defence, but as critical infrastructure for Canada's digital and connected economy. ITAC has been working to advance the cyber security industry's interests, through white papers, forums, our annual "Hill Day" and one-on-one meetings with officials, in several key policy areas for cyber security including:

- Worked with Government Affairs Canada to have the Wassenaar Arrangement amended

to remove misguided export controls from cyber security technologies like "intrusion software."

- Worked with Innovation, Science and Economic Development Canada to provide constructive feedback on proposed regulations on data breach notification under the Personal Information Privacy and Digital Privacy Act.
- Worked with officials and industry to press for greater coordination and federal leadership in growing Canada's cyber security industry through the creation of a National Centre for Cyber Security and a new cyber adoption and export strategy.

ITAC Cyber Security Forum

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. Recent quarterly meetings of the ITAC Cyber Security Forum have featured presentations by experts from ITAC member companies and government officials on the following topics:

- Data Centric Masking
- Accountability and the Cloud
- U.S. Cyber Security Market Perspective
- Integration of the Ottawa Cyber Security Cluster

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Cyber Security: Understanding Trends, Building Resilience and Protecting Digital Canada

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Lars Goransson, IDC Canada together with Fawn Annan, ITWorld Canada and ITAC President Robert Watson at the ITAC IDC Directions & Canadian CIO Symposium, an annual Canadian ICT industry tech trends conference.

- Priorities of Canada's Privacy Commissioner
- Canada's Cyber Export Strategy and Funding Program
- The Wassenaar Arrangement and Cyber Security Export Requirements
- Canadian Cyber Threat Exchange
- A new Cyber Security Post Graduate Program
- Updates on the Development of International Cyber Security Standards

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: Cloudmask, Symantec, Global Affairs Canada, TwelveDot, Invest Ottawa, Office of the Privacy Commissioner, Microsoft, Bell Canada and SERENE-RISC.

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.

Internet of Things

To ensure Canada's businesses are on the cutting edge of technology, ITAC is working closely with government and our members to ensure that as new disruptive technologies emerge, Canada's policy environment is able to support their deployment and foster new innovations. For this reason, a key policy focus

for ITAC has been the Internet of Things. In June 2015, ITAC President Karna Gupta delivered a presentation to the Standing Committee on Industry, Science and Technology of the House of Commons on Disruptive Technology focusing on the *Internet of Things*.

This dialogue fed into the publication of an ITAC whitepaper in August 2015 that discussed the broad array of policy implications of IoT and called on the federal government to launch a national dialogue on IoT to ensure Canada's policy environment and digital infrastructure will be ready to onboard billions of new connected devices. This white paper received significant positive attention within government and in October 2015 was the focus of a panel on IoT at the annual GTEC conference in Ottawa. In recognition of ITAC's thought leadership on IoT, ITAC has also been invited to participate in Canada's delegation to the OECD conference on digital technologies in Cancun, Mexico in June 2016.

Building on this success, ITAC has formed a Working Group to develop clear advice for government to make Canada a leader in IoT. The Working Group report will be delivered to government by May 2016. Building on the white paper recommendations, ITAC will continue to advocate for the creation of a pro-innovation regulatory environment in Canada that encourages the adoption of new connected technologies across the economy.

For more information on ITAC Cyber Security and Digital Economy initiatives, please contact David Messer, Senior Director, Policy, dmesser@itac.ca.

1 The Centre for Strategic and International Studies and McAfee. *Net Losses: Estimating the Global Cost of Cybercrime II*. June 2014.

2 Norton Cybersecurity Insights Report, 2016.

ITAC Ontario: Engaging and Influencing Government

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



David Nicholl, Ontario Corporate Chief Information and Information Technology Officer speaking at CCIO Breakfast

The ITAC Ontario calendar was full of opportunities to engage with government to promote the important role of technology and innovation in the province's future.

ITAC kicked off 2015 with a successful Ontario annual reception with keynote by Ontario Deputy Premier Deb Matthews and continued to build momentum throughout the year with several valuable interactions with Ontario leaders. In May 2015, ITAC hosted a private informal dinner with Brad Duguid, Minister of Economic Development, Employment and Infrastructure. Many of ITAC's top leaders attended the event with discussion centering on cultivating tech talent, driving innovation and promoting and incentivizing ICT adoption.

In the fall of 2015, ITAC also hosted a frank round table discussion with Secretary of the Cabinet, Steve Orsini. Follow-up meetings are planned for 2016 with a focus on co-creating solutions for government modernization and innovation. We ended the year with another sold-out CCIO breakfast that offered members a heads-up on Ontario government's I&IT and Digital Strategy.

ITAC Ontario's work continued to be positively received 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 and trusted conduit of information and collaboration.

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 helping 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 a 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. Ontario Chair of the Board, Lisa Carroll and PSBC Chair Karen Franklin (CGI) 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 2015-16 include:

- Renewed engagement with the Ministry of Government and Consumer Services (MGCS) on procurement improvements, modernization and innovation. Our focus on procurement innovation has also expanded to work directly with the Broader Public Sector (BPS) government and agencies.

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ITAC Ontario: Engaging and Influencing Government

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Steve Orsini, Secretary of Cabinet and Head of Ontario Public Service addressing Fireside Chat

- A strengthening of our relationship with the government's Corporate Chief Information and Information Technology Officer, David Nicholl. Attendees of the two CCEO breakfast events received a first-hand look at Ontario government I&T and Digital Strategy as well as upcoming procurement activities. The interactive panel format gives companies an opportunity to ask questions directly to the leaders who have the answers and David also invites 40 of his government leaders to engage with members.
- Our member-only Fireside Chat series continue to offer an intimate and off-the-record discussions of issues affecting leaders in Government. Deputy Ministers, CIOs and ADMs from Ontario Public Service (OPS) and Broader Public Sector (BPS) are invited to meet with our members in this interactive and informal forum. Guests from 2015-16 included: Fred Pitt, Corporate Chief Strategist, OPS; Marian Macdonald, Assistant Deputy Minister, Supply Chain Ontario, Ministry of Government & Consumer Services (MGCS); Steve Orsini, Secretary of Cabinet and Head of Ontario Public Service; and Angela Coke, Deputy Minister, MGCS.
- ITAC also launched a successful Technology and Government series designed to give Ontario Ministry Chiefs of Staff a "tech 101" education on key technology trends and innovations.
- A first of its kind, City of Toronto roundtable, occurred in spring 2016. This was an "in camera" session sponsored by the City's CIO, Rob Mickle and ITAC Ontario's GR Committee. In attendance were representatives from the City's IT, Procurement and Legal teams as well as Metrolinx representation. This is the first step to collaborating towards enabling the City's Digital Strategy, with a core focus on modernizing IT procurement and contracting for success.

Engaging the ICT SME Community

Seventy per cent of ITAC's membership is composed of Small and Medium Enterprises (SME). In 2015-16 we introduced and expanded several new initiatives specifically targeting their needs.

In March 2015, we successfully launched the ITAC Partnership Program designed for networking and facilitating potential partnerships between young IT companies and established ICT firms. The debut event hosted by Rogers was extremely well received and featured panelists from GeNUI, TELUS, Rogers and Fujitsu and a follow-up event in October 2015 featured Bell, Microsoft, Dassault, and Hitachi. The event is being recognized by our members as a useful forum for young companies to gain access to large enterprise and showcase their innovative technologies and solutions.

We also launched an SME Fireside Chat series designed to offer educational and networking opportunities for our SME members. Topic areas included: IP Strategy, Access to Government Programs and Funding; and Doing Business with Large Enterprise.

A new event was tested called the Founders Forum which brought together a group of Founder/CEOs of some of our most dynamic technology firms to discuss what's working and what isn't working in Canada's innovation ecosystem and to explore what Canada needs to do to help build the next technology powerhouse. Panelists included: Jeremy Auger, Co-Founder & Chief Strategy Officer; D2L Corp, Frédéric Boulanger, Founder, President & CEO, Macadamian Technologies; Dan Latendre, Founder, CEO of Igloo Software; and Carl Rodrigues, Founder, President and CEO of SOTI.

For more information on ITAC Ontario, please contact Denise Shortt, VP, Industry Development, dshortt@itac.ca

ITAC International Business Strategy Focuses on India and Dubai



ITAC's trade mission to India 2015 included a stop at Flipkart



ITAC Health mission to Dubai for Arab Health 2016

Trade Missions to foreign regions hold tremendous potential for Canadian companies in the ICT sector.

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

Developing the skills

ITAC conducts 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 Global Affairs Canada – available to help companies succeed around the world.

Trade efforts are enhanced having Trade Commissioner Pratima Rao, the Ontario lead for the ICT sector, within 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.

India

With our continued commitment to help scale Canadian businesses and be more competitive in an international market, twenty

three Canadian ICT companies participated in ITAC's trade mission to India in October making it the largest ICT mission to India yet. The trip included C-suite meetings with 8 major Indian multinationals including Air Tel, Tata and Reliance and a number of other business events including participation at CeBIT India. The trip wrapped up with a meeting with executives from Flipkart, India's number one e-commerce company.

Dubai

ITAC Health led a mission of Canadian ICT companies to Arab Health 2016, the largest health trade show in the Gulf Region. His Highness Sheikh Hamdan Bin Rashid Al Maktoum, Deputy Ruler of Dubai and UAE Minister of Finance officially inaugurated the 41st Arab Health Exhibition and Congress 2016

Arab Health 2016 had over 130,000 delegates attending and 4,000 companies exhibiting. In addition to the Arab Health conference, our delegates met with the Consulate General's office in Dubai for a Regional Healthcare Industry Briefing with information being presented on Egypt and India. The GCC is the six-member Gulf Cooperation Council, which includes Saudi Arabia, United Arab Emirates, Kuwait, Qatar, Bahrain and Oman. The GCC represents one of the wealthiest country groupings globally and are seeking to diversify their economic base and reinvest a substantial amount of their surplus capital in massive

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ITAC International Business Strategy Focuses on India and Dubai

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infrastructure projects, including hospitals, medical centres and educational institutions.

A Canada networking reception was organized by Consulate General of Canada, and sponsored by Government of Ontario, the Canadian Business Council of Dubai and ITAC Health. It was a well-attended reception and provided an opportunity for the ITAC Health delegates to further create connections with potential partners. The delegates also had an

opportunity to network with the Honorable Dr. Eric Hoskins, Minister of Health and Long-Term Care for Ontario, Dr. Bob Bell, Deputy Minister and William Charnetski, Chief Health Innovation Strategist for Ontario Government, who were also in attendance.

For more information on the International Business Development Program contact Alexandra MacEachern, VP, Policy, amaceachern@itac.ca.



A Canada networking reception was organized by Consulate General of Canada, and sponsored by Government of Ontario, the Canadian Business Council of Dubai and ITAC Health.

Diversifying Canada's Technology Workforce

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ITAC continues to help diversify Canada's technology workforce through four streams: Board Management, Women in Leadership, Female Entrepreneurship and Influencing the Pipeline.

Women continue to represent less than 30% of Canada's technology workforce. ITAC is committed to encouraging the growth and development of women in technology through research, special events and keeping the issue central in public policy. ITAC initiated the Diversity Advisory Committee due to the overwhelming evidence that gender diversity throughout an organization has significant impact on its performance and profitability.

Our Diversity Advisory Committee has over sixty active members and focuses on four pillars: Talent in the Pipeline, Women Entrepreneurs, Women on Boards and Women in Leadership. Our Women in Leadership speaker series was extremely well attended and in 2015 showcased female leaders from Cisco, Ericsson, Chipworks, Spring2Innovation and Moneris. We continue to partner with like-minded organizations including Women in Communications and Technology (WCT), Ryerson University, Catalyst Canada, 30% Club, Canadian Board Diversity Council and IT World.

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 corporate board of directors. Announced in February 2016, the registry is designed to make it easier for ICT companies to tap into the impressive pool of female talent already in the industry.

ITAC research on the issue of corporate governance concluded that:

- Balanced Boards are Better Boards
- Diverse Boards Drive more Profitable Companies
- Women Directors tend toward Cooperation, Collaboration and Consensus
- Board Composition sets the Tone for the Company's Position on Diversity

Our Women on Boards Committee's aim was to help ITAC member companies identify women who are qualified and interested in director appointments to address the stated deficiency in their networks. The Committee set out to identify key women believed to have strong credentials, and organized two extremely well-received Board Discovery Day sessions to educate women on board governance.

As a result of our 2015 Women on Boards programming, we now have 30 highly qualified, board-ready women, willing to serve as corporate directors. Efforts will continue in 2016 to match qualified candidates with key opportunities and we will continue to seek strategic opportunities and partnerships to promote our database of female leaders to Canadian corporations.

ITAC is also partnering with provincial and federal governments to collaborate on gender initiatives and support public policy designed to increase diversity.

If you would like to participate in ITAC's Diversity Initiatives, please contact Denise Shortt, VP Industry Development, dshortt@itac.ca.

Rewarding Innovation, Leadership and Scholarship

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"When I discovered the BTM program at Ryerson, I instantly knew it was the right program for me as it combined my technology and business interests. Receiving this award has enabled me to prove to myself that I am capable of doing things at the highest possible level."

– Stephanie Alonzi



Ingenious 2015 Winner - Aqşamit Middle School, Connected North

Celebrating success

Canadians often shun away from the spotlight but we have a great deal to celebrate and acknowledge. In 2011, ITAC developed the Ingenious Awards to encourage Canadians who work in business, government, not-for-profit and other public sector organizations to share their achievements through the use of technology.

Since then, the annual Ingenious Awards have showcased excellence in their use of information and communications technology (ICT) in projects, products or services that have demonstrated the power to significantly change businesses and lives across the whole spectrum of the Canadian economy.

In 2015, winners provided a glimpse into the power of ICT to solve health care problems, help move ideas from campus to commerce, keep our roads safer and moving efficiently with smart technology, connect students in northern communities to educational advantages of students in southern Canada and to the use technology to improve top athletic performance.

The 2015 edition of the Ingenious Awards featured the winners of the CanadianCIO of the Year Award. Presented in partnership with the CanadianCIO Magazine and the CIO Association of Canada, the Award recognizes outstanding CIO's who have demonstrated superlative business and technological



Ingenious 2015 Winner - Ontario Ministry of Health and Long-term Care: Panorama-Immunization Module

vision, and a capacity to drive enterprise transformation and deliver shareholder or stakeholder value.

Nominations for the 2016 awards close June 30th. Nominations for the 2017 awards will open in November at 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 \$5,000 Business Technology Management (BTM) scholarship. This past year, the deserving recipient was Stephanie Alonzi, a student in the Business Technology Management (BTM) program at Ryerson University. Growing up, Stephanie was always interested in technology and instantly knew the BTM program, which combines both technology with business, was the program for her.

ITAC Advocacy: Empowering Canada's Leaders to Digitize Public Service and Build Canada's Innovation Agenda



ITAC's advocacy efforts are paramount to the livelihood of the information and communications technology sector in Canada.

Advocacy is an essential part of ITAC's mandate. We work with leadership at the federal and provincial levels along with key officials across the broader public service to facilitate innovation, collaboration and community growth.

United We Stand

Highlights of our advocacy in the last year include:

Government of Canada

On February 23, 2016, ITAC hosted its annual Hill Day in support of the ICT sector in Canada.

- C-Suite executives from 21 ITAC member organizations had the opportunity to engage with Ministers and/or Senior Ministerial Delegates from core departments.
- Hill Day revealed that this new government is willing to collaborate, work with the tech sector to develop an innovation agenda for Canada, realize digital government mandates, modernize procurement, and advance its transformation initiatives.

Budget 2016 was a success, ITAC effectively influenced key areas that matter to our membership and is gearing up for a better and stronger Budget 2017!

- Members of ITAC have the opportunity to craft our Budget submission which reflects

the views of the ICT industry. This influential submission allowed us to stop changes from being made to the tax treatment of stock options, secure additional funding for broadband networks, and see continued investments in digital health projects such as Canada Health Infoway and the Canadian Institute of Health Research.

Collaboration and Advocacy Efforts Continue on the Integrity Framework!

- For the last three years ITAC has taken a lead role in advocating member concerns around Public Service and Procurement Canada's (PSPC) Integrity Regime. New issues have surfaced and so ITAC continues to work with our members' legal officials to communicate issues, advocate for change and ensure the framework is aligned with that of our trading partners.

ITAC White Papers Demonstrate Thought Leadership

- This year ITAC released four white papers that have garnered attention across departments and gained added exposure at Canada's Public Sector Technology Event – GTEC! Our Smart and Collaborative Procurement Paper identified member-wide issues with federal procurements. ITAC released a Call for National Discourse on IoT that resulted in a main stage panel at GTEC. Our work

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ITAC Advocacy: Empowering Canada's Leaders to Digitize Public Service and Build Canada's Innovation Agenda

ITAC will be a strong partner with government and will provide constructive advice on how Canada can move its digital agenda forward.

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on Federal Breach Notification also ensured member feedback was incorporated into new frameworks being made.

Executive Briefings Provide Industry Guidance on Plans and Priorities

- Two main federal events garnered lots of attention this year: CIO Panel focused on helping members better navigate Canada's top securities departments and the second led by Ron Parker, President of Shared Services Canada.

Parliamentary Committees Demonstrated Member Interests

- An important platform to engage government, share member insights, and shape modernization efforts; ITAC participated on several committees this year on topics like: Trade, Intellectual Property and Disruptive Technologies.

For more information about ITAC Advocacy contact Kelly Hutchinson, VP, Government Relations and Policy, khutchinson@itac.ca.

ITAC Talent: Improving the Talent Pool and Skills of the ICT Sector

ITAC

INFORMATION TECHNOLOGY
ASSOCIATION OF CANADA



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.

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 continues to develop its talent strategy

ITAC Talent is a growing network of stakeholders with the ambition to create the technology skills for growth in the global digital economy. Business leaders, educators, public sector policy makers and others have come together to execute on an ambitious plan to tackle market failure in the supply of digital skills.

With the vision of building up Canada as the go to place for digital business, ITAC Talent developed objectives, a strategy and a cohesive program of work to:

- create the skills for the digital economy and grow the talent pipeline;
- inspire young people to choose technology careers;

- help transform education to accelerate the flow of talented people from all backgrounds into technology careers;
- support diversity in the industry; and
- help shape public policy to support the growth of talent.

CareerMash encourages young people to explore technology related careers

CareerMash spreads the word about the endless possibilities of today's tech 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, ITAC Talent engaged 8,000 young people in our Role Model Program across Southern Ontario. The marquee CareerMash event was the Inspiring Tech Careers conference at the Mattamy Athletic Centre in Toronto where ITAC Talent hosted 1,000 high school students to learn about exciting careers in ICT.

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

Working together with academic institutions, industry and sector associations, ITAC Talent defined a set of learning outcomes and competency standards required by industry,

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ITAC Talent: Improving the Talent Pool and Skills of the ICT Sector

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drawing heavily on relevant international standards for similar programs. BTM is an innovative educational solution. It equips graduates with the right technical and business skills to enter the workplace.

In 2014, ITAC Talent received funding from the federal government to expand the BTM program. In 2015, ITAC Talent:

- Updated the 2009 BTM learning outcomes and competency standards in light of changing technologies and labour market needs;
- Advanced program accreditation activities;
- Expanded availability of actual BTM programs, now available in 19 post-secondary educational institutions, in two ways:
 - 'vertically' - into colleges, polytechnics, graduate education, continuing education, and more university undergraduate programs;
 - 'horizontally' - into select specialty versions for digital health, digital security, data analytics, financial services, and entrepreneurship and innovation.
- Professionalized the BTM through the creation of a professional certification and networked through student and employer events such as the BTM TalentMash, which connects hundreds of BTM students with dozens of employers from across Canada.

Taken together, these initiatives have led to broader recognition of BTM-type careers as a distinctive, attractive and prestigious family of professions for Canadian students, career changers, educators, employers, and families. This, in turn, is resulting in better availability of these high leverage skill sets to employers and the Canadian economy.

BTM Highlights in 2015/2016

- 19 active programs across Canada
- 23 programs in development
- Female enrollments: 30%
- Graduates: 1100
- Graduates with coop/internship experience: 340 – 31%
- Job placements – 90%
- Enrolment growth 11% year over year with several programs at or over capacity

Best-practice forums

Excellence in Human Resources practice 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 human resources professionals from large, medium, and small companies to share best practices and knowledge. In 2014, ITAC's forums covered a wide range of topics, including the latest developments in workforce planning and employee engagement, as well as recruitment tools and technology.

For more information about ITAC Talent, contact Gina Van Dalen, Senior Project Manager, gvandalen@itac.ca.

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.

ITAC Health: Innovating Canada's Healthcare System – Moving the Digital Health Agenda forward

ITAC

INFORMATION TECHNOLOGY
ASSOCIATION OF CANADA



Digital Health is a key enabler in the ongoing mandate to innovate Canada's healthcare system.

Embracing a well-defined, developed and collaborative Digital Health Agenda will ensure a safe, effective and sustainable Canadian healthcare system enabled by world-class solutions utilizing the latest technologies. ITAC Health is working with its members, in collaboration with others, to make certain that this mandate is a top priority to all governments and stakeholders. Through promotion and advocacy we are taking measures to show how Digital Health is helping to improve quality of care, patient access, and patient outcomes through the use of innovative and robust technologies. In order to do this, the obvious barriers, such as the prolonged procurement processes and the recognized lack of nationally accepted standards that spanned across the multitudes of jurisdictions, need to be addressed.

ITAC Health members believe that it is imperative to advocate for continued efforts in further developing a well governed and planned out Canadian Digital Health Agenda that will improve patient outcomes and further enhance the efficiencies of Canada's healthcare services.

Some of the significant activities of the past year included:

Canadian National Vendor Interoperability Survey

In September the ITAC Health Interoperability and Standards developed a Vendor Interoperability Standards Recommendations Task Force with a mandate to create an ITAC

policy recommendation that will help shape the direction of Canadian healthcare systems interoperability standards, and to socialize those recommendations with government agencies and ministries to influence their procurement procedures.

The objective of the Task Force is to identify challenges, issues and opportunities for improvement in the current state of healthcare systems interoperability standards in Canada. To that end, the Task Force developed the Canadian National Vendor Interoperability Survey which was launched this past March and can be found on the ITAC website at www.itac.ca.

Information gathered by this survey will be used to assist the Task Force in identifying challenges, issues and opportunities for improvement in the current state of healthcare systems interoperability standards in Canada.

Queen's Park Digital Health Day

On March 9th, Ministers, MPPs, political staff and other industry leaders were invited to join ITAC Health members at a morning breakfast reception. ITAC Health had an opportunity to showcase successes realized so far through the use of Digital Health in Ontario. Success stories were provided by eHealth Ontario and Ontario Telehealth Network and demonstrations were provided by ITAC Health members, Shift Health and Thoughtwire.

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ITAC Health: Innovating Canada's Healthcare System – Moving the Digital Health Agenda forward

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"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*

Three key messages were the drivers for the day: Digital Health can help improve the quality of care, access and the patient experience; Digital Health has helped improve healthcare efficiencies in Ontario; and that there is more to do to move the Digital Health agenda forward, including addressing the barriers that are holding back the adoption of innovation in order to make progress.

The meetings provided ITAC Health the opportunity to emphasize how Digital Health can enable sustainability and improve patient engagement/care closer to home and how it is an important part of the Ontario Health and Wellness Strategy.

Moving the Digital Health Agenda Forward Campaign

The ITAC Health Advocacy Committee has been diligently focused on bridging all of the work from the various committees and task forces to build a Digital Health Agenda campaign. This was embraced as a call to action for the ITAC Health members to ensure that the work towards a National Digital Health strategy continues to evolve and be realized. It has been well recognized that Canada is about 40- 50% "there" and that much work and probably the hardest part of the agenda now needs to be completed. The Advocacy Committee members have engaged members and other stakeholders in discussions on how we can collectively and most efficiently do our part in achieving this goal.

A campaign is well underway with identifying advocacy strategies to influence and assist governments, agencies and health jurisdictions across Canada. The committee has identified specific strategies and tactics including encouraging a new commitment to Canada Health Infoway as a vehicle for strategic investment focusing the further development and focus on shared services, reused

infrastructure, shared platforms, and national standards; develop working relationships with other organizations that are driving value in the healthcare system such as the Canadian Foundation for Healthcare Improvement and Patient Centric organizations, etc.; and to translate the identified challenges facing the healthcare system, such as elderly, chronic diseases, costs, etc., into specific actions that a digital health agenda could address in cooperation with governments.

Export Success

Once again ITAC Health helped coordinate successful trade missions to Dubai and Mumbai, providing digital health companies the opportunity to meet with potential partners and government officials in the Middle East and India. Our members participated in export webinars and were introduced to trade commissioners, potential partners and clients as well as government officials.

Educational Sessions, Workshops and Networking Events

Delivering valuable educational eHealth update sessions, webinars and topic specific workshops across Canada remains an important focus for ITAC Health. ITAC Health partners with COACH to host the annual Canadian Health Informatics Awards in June every year in conjunction with the National e-Health Conference. ITAC Health members also publish articles in the industry journal HIM&CC, the official journal of ITAC health and COACH: Canada's Health Informatics Association, identifying current issues and solutions in the eHealth sector. These articles are also posted on the ITAC website and through social media.

For more information, please contact Elaine Huesing, Executive Director, ITAC Health, ehuesing@itac.ca



Contact Us:

www.itac.ca

 @ITAC_online

613-238-4822

905-602-8345

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