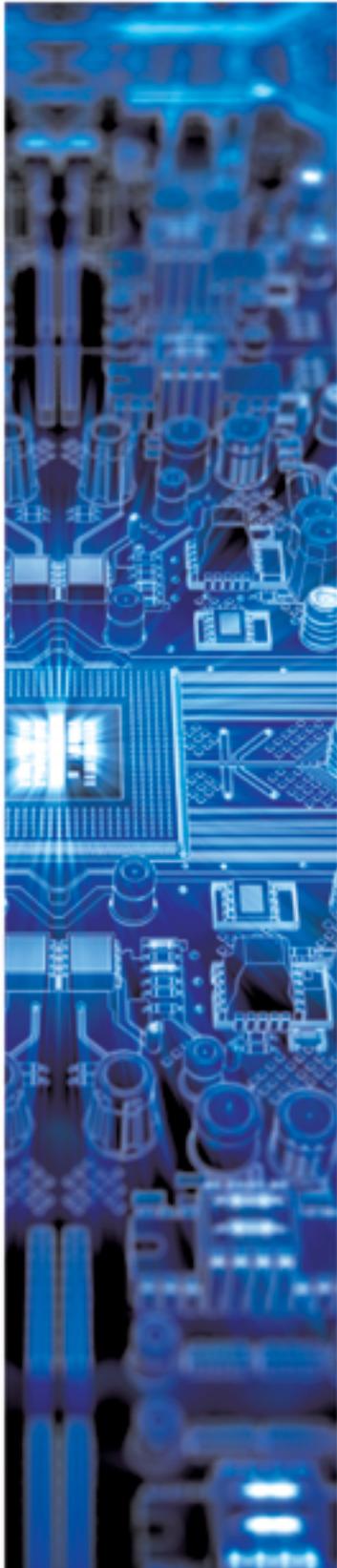


**ITAC ACTI**

INFORMATION TECHNOLOGY  
ASSOCIATION OF CANADA

ASSOCIATION CANADIENNE  
DE LA TECHNOLOGIE DE L'INFORMATION



annual review  
**2012-13**



# message from the BOARD CHAIR

**Since joining ITAC in 2008, I've been repeatedly impressed by the tremendous brainpower that resides in our association. Just cast an eye over to the right and take a look at our current Board of Directors and you will have a sense of what I mean. Participating in this Board over the past five years and chairing it over the past twelve months has been a great source of pride and professional development for me and a persistent reminder that, however excellent we are alone, there is real power in collaboration.**

Last summer shortly after being named the ITAC Chair, I undertook to contact every member of the Board personally and elicit their advice on how to strengthen the organization and build on its achievements to make it more relevant, influential and valuable to members. First of all, there was a recognition of the state of change that our industry is in, and the role that an association like ours plays in helping our membership understand how a shifting, and increasingly tech-intensive, Canadian society's technology usage is changing and adapting. We had a fantastic commitment from our Board to the role that ITAC plays as our industry evolves.

Since then, I've worked with Karna Gupta, the Executive Committee and the Board of Directors to unleash some of the power in those suggestions. First and foremost, we have undertaken a highly consultative strategic planning process that benefited from the active contribution of many members. The result of this is a renewed focus on four key areas:

- a) Improving productivity through the adoption of technology
- b) Driving innovation and competitiveness in the tech sector
- c) Improving the talent pool, skills & diversity of the tech sector
- d) Modernizing the public sector in its use of information technology

These priorities will guide all the work that ITAC undertakes in the future. I am grateful to those members who contributed so much to this process.

My interviews also revealed other areas of concerns for our members. Now that we know what ITAC will focus upon, the next step is pursuing how we will do this and a full review of ITAC's governance and committee structure is the logical next step. I have been impressed with the governance transformation that Paul Cooper recently led at ITAC's Ontario Board and would like to see a similar process introduced at the national board.

Given that one of our areas of focus is the introduction of productivity-enhancing technology, it's appropriate that as a community we practice what we preach. I am delighted to have presided at the first ITAC Board of Directors meeting to use telepresence technology. With our Board members spread across five provinces, travel to attend an ITAC Board meeting can be an obstacle to full participation. Our telepresence experiment produced one of the most efficient meetings I've attended and augurs well for a repeat performance.

The substantial brainpower of the ITAC community is augmented on a regular basis by the broad array of speakers that we feature in the extensive program of ITAC events. This year we welcomed IBM Canada President, John Lutz and Accenture's Managing Director, Management Consulting Health and Public Service, Bernard Le Masson as speakers at ITAC Board of Governors dinners. John Ruffolo, CEO of Omers Ventures, shared his views at our annual Ontario Reception and a virtual who's who of the public sector business community has appeared at our new Executive Briefing Series.

The highlight and focus of my year as chair was the mother lode for ICT brainpower assembled last October in Montreal for the World Congress on Information Technology 2012 (WCIT 2012), which ITAC and many of our members sponsored. Starting with Opening Remarks by His Excellency the Governor General, David Johnston, and moderated by Don Tapscott, the WCIT program assembled some of the most remarkable scientists, public policy makers, entrepreneurs and futurists in the world. Sharing the same stage as people like Clay Shirky, Jonathan Zitran, John Seeley Brown, Tom Jenkins and Roger Martin was a career high point for me. I am particularly proud of the strong showing Canadian technology companies made as the world came to our door for WCIT 2012. Anyone who attended the congress came away with fresh perspectives, new contacts and an energized view of the positive force that information and communications technology can be in the world. It was an unpredicted achievement and I am proud of the tremendous work WCIT 2012 and ITAC did to make it happen.

Opportunities like WCIT 2012 don't come along every day. But in a smaller measure, the opportunity to learn from industry peers and to work in a common cause for a desired outcome is something that ITAC offers continuously. I have certainly profited from it and I encourage you to do so too.



Jen Evans  
CEO Sequentia Environics  
Chair of the Board of Directors  
2012/2013

# 2012-13

## board of directors

### executive committee



**Chair**  
**Jen Evans**  
Founder and Chief Strategist  
Sequentia Envirionics



**1st Vice Chair**  
**Jim Muzyka**  
Senior Vice President and General Manager,  
Xerox Services, Xerox Canada Inc.



**2nd Vice Chair**  
**Brian Doody**  
Chief Executive Officer  
Teledyne DALSA, Inc.



**Treasurer**  
**Frédéric Boulanger**  
President and CEO  
Macadamian Technologies



**Chair, Board of Governors**  
**David MacDonald \***  
President and CEO  
Softchoice Corporation



**ITAC President**  
**Karna Gupta \***  
President and CEO  
ITAC

### directors



**Karen Atkinson**  
Partner, Business Tax Services  
Ernst & Young LLP



**Evelyn Bailey-Semeniuk**  
Vice President, Software  
IBM Canada Ltd.



**Michel Brazeau**  
Partner  
Deloitte LLP



**Lynda Brown-Ganzert**  
CEO, zulu/te and  
Vice President,  
Nordicity



**Lloyd Bryant**  
Vice President & General  
Manager, PPS Canada  
Hewlett-Packard (Canada)



**Adam Chowaniec \***  
Chairman of the Board  
Solantro Semiconductor



**Paul Cooper**  
Executive Director,  
Public and Large Institution  
Sales  
Dell Canada Inc.



**Sally Daub**  
President and CEO  
VIXS Systems Inc.



**Betty DelBianco**  
Chief Legal Officer and  
Administrative Officer  
Celestica Inc.



**Kim Devooght**  
Vice President,  
Public Sector Canada  
Cisco Systems Canada



**Peter Donnelly**  
President  
CSC Canada



**Henk Dykhuizen**  
Vice President  
Oracle Canada ULC



**Morgan Elliott**  
Senior Director,  
Government Relations  
BlackBerry



**Susanne Flett**  
President  
Healthtech Consultants



**James Frodsham**  
Senior Vice President  
and Chief Strategy Officer  
Ciena Corporation



**François Gratton**  
President of Telus Québec  
and Atlantic Canada  
TELUS



**Linda Jojo**  
Executive Vice President,  
IT and Chief Information  
Officer  
Rogers Communications Inc.



**Wayne Karpoff**  
President  
Willowglen Systems Inc.



**Maxwell Long**  
President  
Microsoft Canada Inc.



**Vito Mabruzzo**  
Senior Vice President  
IDC Canada



**Elaine Mah**  
Director  
Intel of Canada



**Lally Rementilla**  
Vice President,  
Finance and Administration  
Nulogy Corporation



**David Mosher \***  
Director,  
RelayHealth  
McKesson Information  
Solutions Canada



**Maggie Papoulias**  
Director, Government Affairs  
Bell Canada



**André Pouliot**  
President  
Fujitsu Canada, Inc.



**Rick Reid**  
President  
Tech Data Canada Corporation



**David Treiber \***  
Director -  
Sales, OPS, Bell Business  
Markets  
Bell Canada



**Ken Wagner**  
Distinguished Engineer  
PMC-Sierra, Inc.



**Andrea Stairs**  
Country Manager  
eBay Canada



**Claudia Thompson**  
Managing Director,  
Health & Public Service -  
Canada  
Accenture



**David Ticoll**  
CEO  
Convergent Strategies



**David Treiber \***  
Director -  
Sales, OPS, Bell Business  
Markets  
Bell Canada



**Ken Wagner**  
Distinguished Engineer  
PMC-Sierra, Inc.

\*ex-officio

## MESSAGE FROM PRESIDENT AND CEO OF ITAC, KARNA GUPTA

### THE PAST YEAR WAS AN EVENTFUL YEAR FOR ITAC

The past year was an eventful year for ITAC. Among other activities, we delivered one of the most significant ICT conferences ever held in Canada: the World Congress on Information and Technology (WCIT 2012) in Montreal. History was made as delegates from 84 countries made more than 11,000 unique log-ins to the pre-conference World Tech Jam, proposing actions that governments, businesses and society could adopt to address global societal and economic challenges. This real-time brainstorming shaped the WCIT 2012 agenda in an unparalleled democratic fashion!

WCIT 2012 was opened by His Excellency the Right Honourable David Johnston, Governor General of Canada, and well-attended by ministers from Canada and several other countries. The panel discussions included academics, thought leaders, and C-suite executives from around the globe. Total attendance approached 2000 and generated about \$5 million in economic activity for the City of Montreal.

Beyond this, ITAC continued to work with its members to deliver value in both the policy and legislative arena, as well creating venues where companies large and small can connect and network. Activities here ranged from presenting ITAC's position on topics such as Canada's network infrastructure, the Temporary Foreign Worker Program and building stronger tech companies in Canada, to working with Foreign Affairs and International Trade Canada, Export Development Canada and Industry Canada to identify international business opportunities.



Other ITAC activities on behalf of its members and stakeholders over the last year include:

- Active engagement with Shared Services Canada (SSC), Public Works and Government Services Canada (PWGSC) and the Treasury Board Secretariat on the Government's ICT transformation to provide member input on the government's strategic issues. Through ITAC's efforts, a number of ITAC members have participated regularly in SSC Advisory Committee meetings.
- Hosting several Fireside Chat events in Ontario with, among others, John Hill, CIO of the Workplace Safety and Insurance Board (WSIB), and Fariba Anderson, Vice-President of Information Technology and CIO of the Municipal Property Assessment Corporation (MPAC).
- Delivering key events like the CCIO breakfast discussions featuring four of Ontario's

## MESSAGE FROM PRESIDENT AND CEO OF ITAC, KARNA GUPTA

influential leaders including David Nicholl, Corporate Chief Information Officer, Information and Information Technology, Ontario Ministry of Government Services.

- Engaging Saskatchewan Premier Brad Wall, in his capacity as Co-Chair of the Premiers' Health Care Innovation Working Group, to propose the creation of a national marketplace for health ICT solutions based on common standards and practices. Discussions are currently under way.
- Holding a Health Procurement Workshop that explored the challenges to effective procurement. Ontario's Auditor General Jim McCarter led a stimulating panel discussion with participants from the government, health and vendor sectors.
- Hosting the presentation ceremony last year for the ITAC members and staff who received the Diamond Jubilee Medal.

In the coming year, ITAC looks forward to pursuing the core strategic thrust developed with active engagement from the Board. This will entail significant effort in advocacy (supported by our government relations) on public policy and legislative issues that impact our industry at the federal and provincial levels with a focus on four strategic priorities:

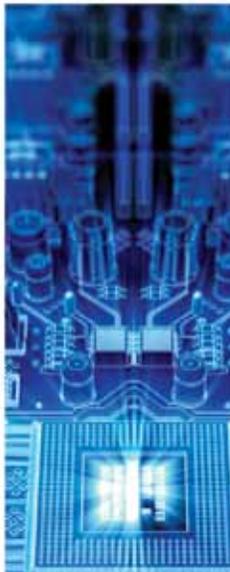
- Improving productivity through the adoption of technology
- Driving innovation and competitiveness in the tech sector
- Improving the talent pool, skills and diversity of the tech sector

- Modernizing the public sector in its use of information technology

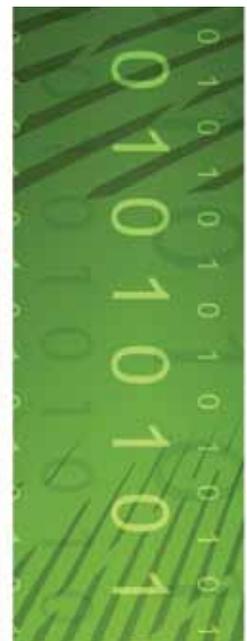
ITAC is committed to working on behalf of our members on the issues that matter to them most and, in turn, creating a robust technology ecosystem in Canada. To that end, ITAC will continue to collaborate actively with other organizations such as the ICT Federation, Regional Innovation Centres and the Canadian Manufacturing Coalition.

ITAC will also increase its focus on Health Informatics (especially industry-led certification for software, and procurement and standardization issues) and increasingly important areas such as mobile commerce and ICT in the energy field, such as Smart Grid.

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.



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# DRIVING BETTER HEALTH CARE

## ITAC HEALTH FOCUSES ON PROCUREMENT

Over the last year, the health information and communications technology (ICT) sector has grown increasingly concerned about procurement issues. Public sector procurement practices have become restrictive to the point of stifling private sector innovation and investment. Both private and public-sector organizations are now challenged to meet health sector ICT demands.

Led by its Board of Directors and the Advocacy, Membership and Program Development (MPD), and Interoperability and Standards (ISC) committees, ITAC Health is actively positioning itself to advocate change and intelligent debate on this topic.

An MPD taskforce is pursuing initiatives to communicate industry procurement concerns to the public sector. Other committee initiatives include the creation of a “value algorithm” to evaluate and compare procurement value. This algorithm is also effective for budgeting and tracking costs related to procurement value in process.

In 2013 this taskforce jointly hosted an extremely successful procurement workshop with our Advocacy Committee. The workshop included contributions from Jim McCarter, the Auditor General for Ontario, Marian McDonald, ADM, Ontario Shared Services, Michael Barron, CEO for the Newfoundland and Labrador Centre for Health Information, Jeff Barnett, Director of Clinical Informatics for the BC Cancer Agency, and a member panel. The proceedings will be published in ITAC Health’s white paper in summer 2013.



***“I have been very impressed by the passion and commitment of the ITAC Health Board. This talented group has dedicated their talents and resources towards improving the Canadian Healthcare IT industry and this directly improves the quality of care for all Canadians. It is an honor to serve as Board Chair.”***

---

**David Mosher,**  
Chair, Board of Directors, ITAC Health  
Director, RelayHealth at McKesson Canada

## DRIVING BETTER HEALTH CARE

Proactive meetings to address procurement issues have been scheduled with health care agencies and jurisdictions across Canada. These meetings present collective concerns and suggestions from ITAC Health members and propose a strategy for the future. The first meeting with eHealth Ontario took place recently; invitations have also been sent to eHealth Manitoba and eHealth Saskatchewan.

### Data for Health System Use

ITAC Health has discussed emerging technologies with particular focus on data for Health System Use (HSU), which was initiated by the ISC. Gathering health care data for HSU entails many technical and non-technical barriers. Interoperability and data standards are critical for building comparable data assets; however provincial governments and health care organizations in Canada do not have common standards. Moreover, several provincial standards are in various stages of development. ITAC Health is playing a crucial role in defining appropriate standards and developing interoperability strategies to leverage existing investments and global trends.

### Advocacy

ITAC Health is supporting senior government officials in establishing a positive business environment. We see significant opportunities for improving the health of Canadians and stimulating economic development opportunities including:

1. Developing new business models that promote innovation, attract investment, and leverage the experience and capacity of the private sector.
2. Creating a national marketplace for health ICT solutions based on common

standards and practices for ICT certification and procurement.

3. Realizing the value of health care databases to promote better clinical management, health system management, public health and research.

### Certification

ITAC Health and its members are committed to establishing a national strategy and program to certify health software products, in particular those that support clinical diagnosis and treatment. Vendors and their customers are being challenged to ensure that health software is interoperable, secure and safeguards the privacy of personal health information. To this end, we are engaging key stakeholders and leaders to establish consensus for and commitment to a comprehensive national strategy.

Delivering valuable educational eHealth Update sessions across Canada will remain a focus for ITAC Health in collaboration with Alberta Health, eHealth Ontario, Cancer Care Ontario, Canada Health Infoway and others.



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# ADVANCING THE DIGITAL COMMERCE DISCUSSION

CANADA'S DYNAMIC DIGITAL COMMERCE COMMUNITY DISPLAYS TREMENDOUS CREATIVITY AND ENTERPRISE.

It practices what it preaches, making the best use of Internet tools and social media to network, exchange business information, share best practices, develop relationships and grow.

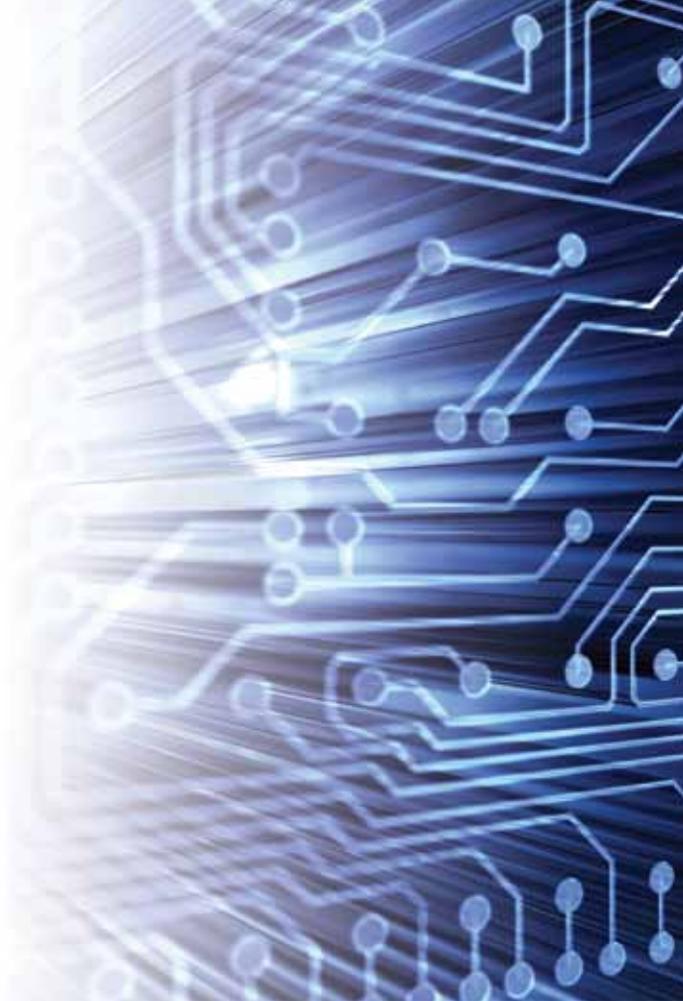
To engage this community and promote it to our members and government partners, ITAC has hosted Digital Commerce Roundtables in Ottawa, Vancouver and Toronto. Speakers featured since 2011 include experts from Sprouter, Blackberry, Sequentia Environics, Globe & Mail Digital Media and the Wall Street Journal's Digital Network.

This year we further advanced the digital commerce discussion by introducing the Digital Commerce Forum, which offers networking, inspiration and professional development to the web-centric business community. The forum meets regularly to share best practices and thought leadership on emerging ideas and technologies.

Successful forum events in 2012 included Going Social—Building Online Communities that Boost Your ROI, with presentations by Sequentia Environics, Bell Canada, Rogers Communications and Google Canada. The Digital Wallet and Other Innovations in NFC and RFID was a half-day event with senior thought leaders from PayPal Canada, VISA Canada, Rogers Communications, Terepac, RFID Canada, Logi-D, LinkedIn, BNOTIONS and the National Research Council Canada.

ITAC's Digital Commerce Executive Briefing series kicked-off in April this year with Mike Bradley, Managing Director, NorthCard Inc. Mike talked about how our wallets are going digital, and what that means to consumers, telecommunication companies, retailers and internet giants like Google, particularly in terms of cyber security and privacy.

In the upcoming year, ITAC will continue to focus on Canada's growing and vibrant digital commerce sector (including the exploding mobile commerce area). We will bring more value to our members and partners by expanding this focus to include knowledge-sharing, education and networking in the financial technology (FinTech) sector.



# ADVANCING THE DIGITAL COMMERCE DISCUSSION

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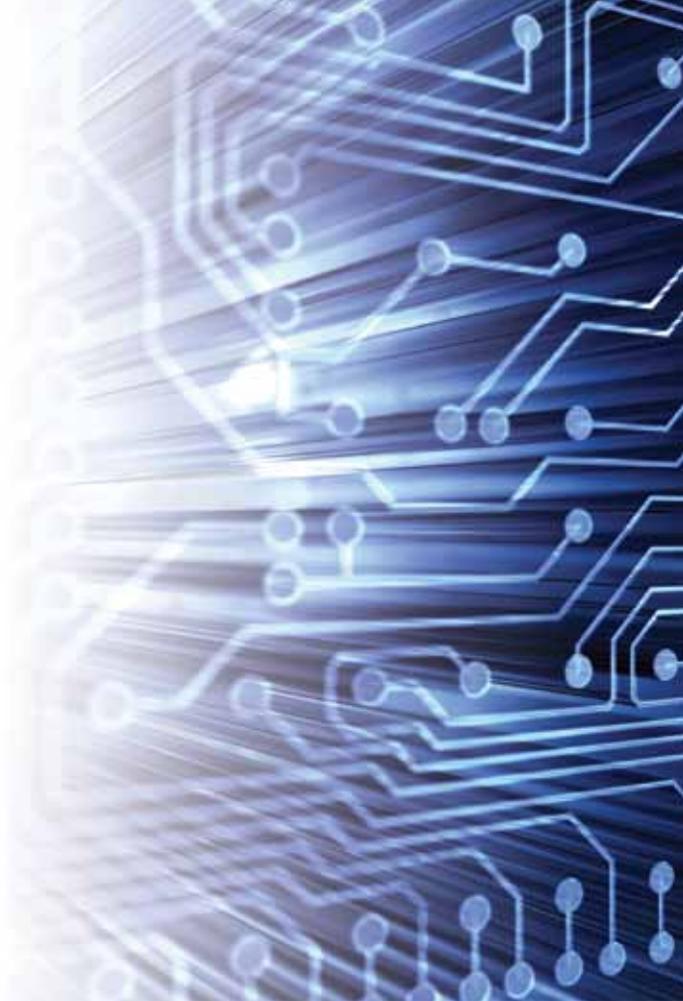
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# THE LEGACY OF WCIT 2012

## A Boost for International Business Development in Canada's Information and Communications Technology (ICT) Sector

For a week in October 2012, the ICT World came to Canada. Over 1,500 delegates from over 60 countries participated in the World Congress on Information Technology 2012. The program and the networking were superb. But WCIT 2012 provided a showcase for Canadian ICT expertise and ingenuity. Through programs such as the C200 venture capital forum and the business-to-business matchmaking program, many emerging Canadian companies made useful contacts with potential partners, investors and customers. And the congress itself underscored the vital importance of global technology markets for Canadian firms.

ITAC continues to maintain contact with emerging Canadian companies to encourage best practice in the formulation and execution of international business development strategies. Working with our associates at EDC and at the



*WCIT 2012 was hosted by none other than Don Tapscott.*



# WCIT 2012

Montréal, Canada

Fulfilling the Promise of the Digital Age

GG2012-0573-009, jpeg photo credit: Sgt. Ronald Duchesne, Rideau Hall ©Office of the Secretary to the Governor General (2012)



*WCIT 2012 was opened by His Excellency the Right Honorable David Johnston, Governor General of Canada*

Department of Foreign Affairs and International Trade, we share information about upcoming events, major conferences and trade delegations of interest to the ICT sector.

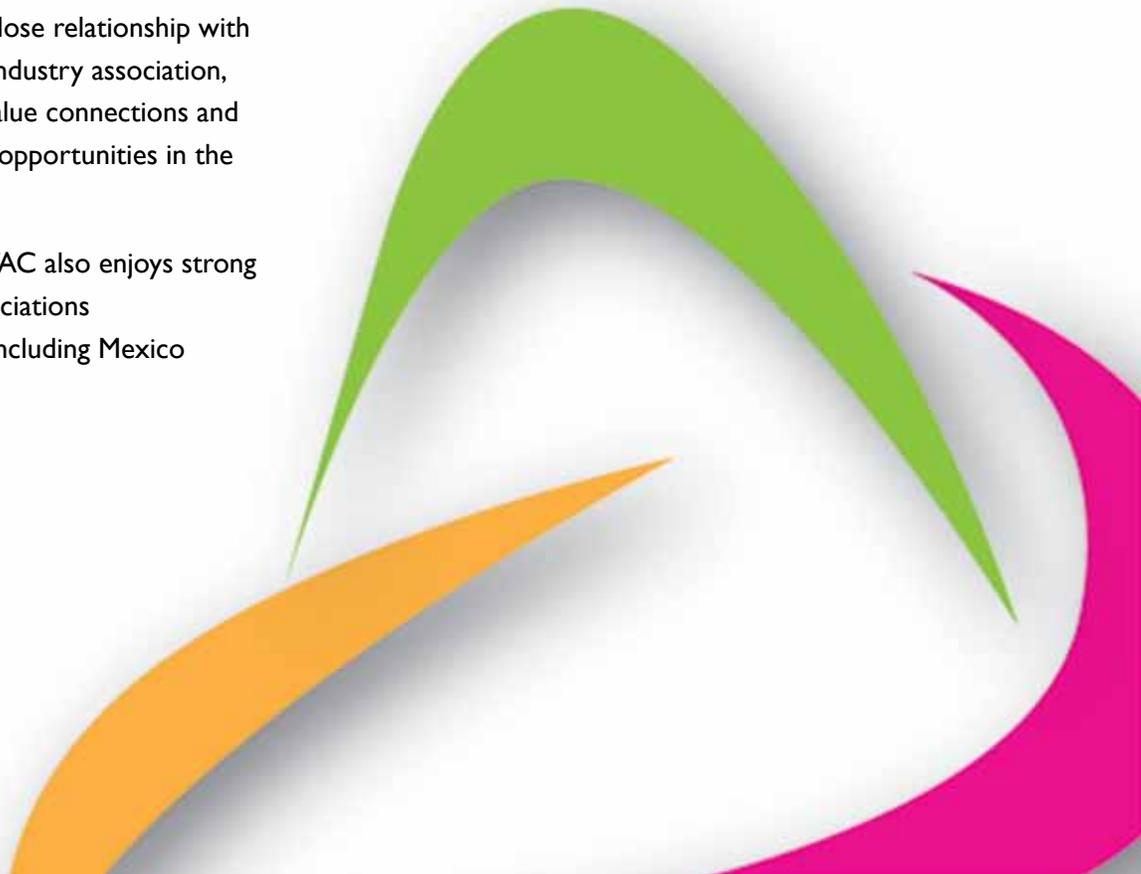
The ITAC community itself is a rich resource of expertise and peer-to-peer best practice exchange on the art of entering and succeeding in global markets. Our members generously contribute their experience through blogs and webinars located on the International Business Development space on our website.



*WCIT 2014 will be held in Mexico!*

ITAC's CEO Karna Gupta joined Industry Canada's Canada-India ICT Advisory Group in 2013. This group has a mandate to foster stronger business relationships between the ICT industries in both companies. Supported by a close relationship with NASSCOM, the Indian ICT industry association, ITAC aims to provide high value connections and advice for members seeking opportunities in the Indian market.

In addition to NASSCOM, ITAC also enjoys strong relationships with sister associations in other parts of the world including Mexico and Brazil.



## HELPING SMALL AND MEDIUM-SIZED ENTERPRISES GROW

THE SMALL AND MEDIUM-SIZED ENTERPRISES (SMES) SECTOR IS STILL A MAJOR FOCUS FOR ITAC.

We are expanding our efforts to develop and strengthen the SME community—SME growth and advocacy are an increasingly critical focus for 2013 and beyond.

One way that ITAC supports SME growth is providing opportunities to grow foreign markets and access foreign sources of capital. For example, during WCIT 2012 we collaborated with the Export Development Canada (EDC) to invite a select group of Canada's smartest and most innovative early-stage technology companies to the c200 Investment Forum to see international investors present their venture capital investment strategies and portfolios.

This premium networking event offered these Canadian companies an opportunity to gain insights into international partnering possibilities and have informal discussions with c-level representatives from foreign and domestic investment companies. Venture Capitalists presenting at this forum included: Brightspark, Celtic House, Formation 8 Capital, Georgian Partners, Investeco, McRock Capital, Novacap, Panorama, RHO Canada, Telus Ventures (CAN) and WestSummit Capital.

Subsequently, ITAC added a Foreign Business Development page to our website to help emerging Canadian ICT companies develop effective foreign business development strategies. Its aim is to connect Canadian ICT companies with resources,



## HELPING SMALL AND MEDIUM-SIZED ENTERPRISES GROW

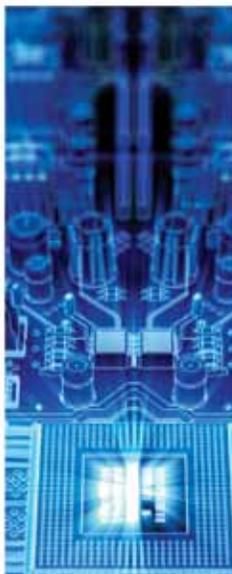
opportunities and best practices in foreign business development. In future, ITAC will:

- Provide information about federal- and provincial-government-led trade missions
- Highlight international congresses and other business development opportunities conducted by our sister technology associations in other countries (such as India, Brazil, Mexico and Malaysia)
- Post news about upcoming foreign business development programs created by ITAC in association with partners such as the Export Development Canada
- Enable best practice exchange on effective foreign business development strategy, planning and execution

ITAC continues to provide educational and networking opportunities for SMEs, including successful events on Social Media, Digital Commerce, and Near Field Communication (NFC) innovation as well as our ongoing Marketing Roundtable and Sales & Marketing Think Tank meetings.

One recent highlight was the speech on the state of innovation in Canada by John Ruffolo, CEO, Ontario Municipal Employees Retirement System (OMERS) Ventures, at the well-attended Annual Ontario Reception earlier this year.

ITAC will also be supporting its SME members through the newly formed Entrepreneurship and Innovation Committee that was struck recently by the ITAC Ontario Board. This committee will deliver specialized programming to SMEs that showcases their innovation and increases their access to capital, markets and talent.



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## MICROSYSTEMS, EVEN GREATER MACRO EFFECTS

CANADA'S MICROSYSTEMS COMMUNITY IS A HOTBED OF INGENUITY AND ENTERPRISE.

Many companies are actively engaged in the design and production of semiconductors and the embedded software that makes them run. This is one of the most research and development (R&D) intensive sectors in the ICT industry and—in spite of the challenges facing the global microsystems industry—it is still a source of important start-up activity.

ITAC's Strategic Microsystems Council (SMC) is led by a steering committee (Ken Wagner (Chair), David Lynch and Ken Schultz). The Council 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 six times per year across Canada.

Best Practice Forums in 2012 included Models for Productive Collaboration between Industry and Academe in R&D, Advanced packaging: the ultimate multi-technology solutions or Packaging—the new frontier and a review of the current landscape in government support for R&D activity. The SMC also hosted a tour of the new C2MI collaboration centre in Bromont, Quebec, which specializes in microelectromechanical systems (MEMS) and packaging, and the Institute for Interdisciplinary Innovations in Technology at the University of Sherbrooke.



***“In Canada, the greater the number of engineering companies and researchers engaged in design, packaging and testing, embedded software and systems development and manufacturing, the richer our dialogue, the more valuable our engagements and the more we can assist one another to be more competitive. In the process we build a stronger microsystems industry and infrastructure in Canada which attracts investment and creates high quality employment.”***

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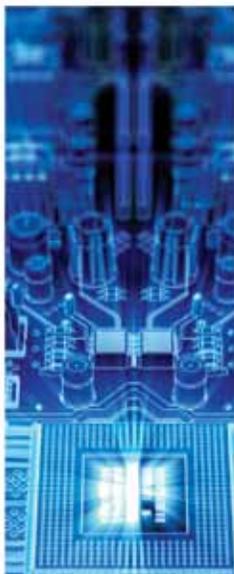
**Ken Wagner,**  
Distinguished Engineer, PMC Sierra Inc and Chair  
of the Strategic Microsystems Council.

## MICROSYSTEMS, EVEN GREATER MACRO EFFECTS

Once a year, in collaboration with CMC Microsystems (CMC), the SMC hosts a major conference for the microsystems industry and academic community. Now in its 19th year, the National Executive Forum on Microsystems brings leading speakers from around the world to engage with the members of the Canadian microsystems industry. It provides a valuable window on an industry whose business models are evolving as rapidly as the technology that drives them. In 2012, the 18th National Executive Forum Conference focused on “Microsystems: Embedded Software and Hardware Transforming the Innovation Landscape.” Among others, it featured speakers from Yole Inc. (the MEMS industry), C2MI (MicroQ collaboration), Synopsys (Embedded Hardware and Software), ARM

Technologies (Embedded Software—The Driver for Microelectronics) and KlocWork (The Embedded Software Challenge) as well as a panel on embedded processors.

The Executive Forum also provides an opportunity to recognize the many leaders who have helped build the Canadian microsystems industry. In 2012 serial entrepreneur Gordon Harling and Doug Pincock (founder of AMIRIX) were honoured with ITAC Outstanding Service Awards.



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# CYBER SECURITY:

## UNDERSTANDING TRENDS AND RESPONDING TO THREATS

Unfortunately, as online usage grows, so do the related risks. Organizations that embrace new technologies to enhance operational efficiencies, service levels, productivity and competitiveness need to be fully aware of the risks of losing network access or sensitive data to targeted attacks by ill-intentioned outsiders, which are growing exponentially in numbers and in sophistication.

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. This policy roundtable 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 an array of experts from ITAC member companies and government officials on the following topics:

- Best security practices for Canadian organizations
- The Internet Security Threat Report
- Canada's National Cyber Security Strategy
- Quantum-safe information security
- British Columbia's BC Services Card
- APEC and OECD work on security, privacy and cryptography

- The federal government's Cyber Protection Supply Arrangement
- Government-procurement vehicles for cyber-security products and services
- Security implications of the BYOD trend
- Identity assurance and privacy considerations for emerging identity ecosystems
- The future of the Common Criteria
- Advances in biometric encryption
- Export controls on cryptography

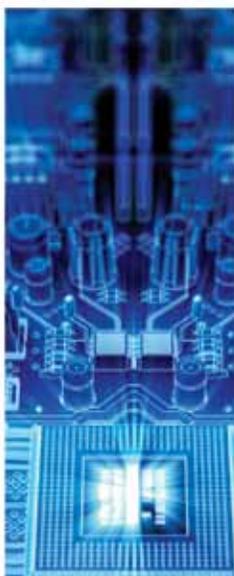


## CYBER SECURITY: UNDERSTANDING TRENDS AND RESPONDING TO THREATS

ITAC is pleased to acknowledge the experts from the following companies and government departments for their willingness to share their impressive knowledge and insights with the community:

- Ernst & Young, EWA Canada, the Institute for Quantum Computing, Kantara, SecureKey, Symantec and TELUS Security Solutions
- Public Safety Canada, Industry Canada, Shared Services Canada, Public Works & Government Services Canada, Foreign Affairs and International Trade Canada, the BC Ministry of Management Services and the Ontario Office of the Information and Privacy Commissioner

New technologies are fundamentally changing the economic landscape and posing significant challenges to CIOs, CTOs and other executives responsible for the security of networks 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.



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# AN INDUSTRY FUELED BY TALENT

INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) IS ONE OF CANADA'S FASTEST GROWING SECTORS.

This growth is fuelled by brainpower—the skill and experience of our workforce. With a sector unemployment rate of just 2 to 3% (statistically viewed as full employment), the ICT workforce is well-compensated. Wages are 50% higher than the national average. This is also a highly educated sector—45.1% of our employees have a university degree, compared with the national average of 26%.

Maintaining access to skilled workers is essential, not just for growth but to drive innovation.

There are three sources of ICT workers: new Canadian post-secondary graduates; permanent or temporary immigrant employees (either trained in Canada or abroad); and retrained workers from within the ICT sector or elsewhere in the economy.

A recent Industry Canada supply/demand projection of university educated professionals forecasts a very tight labour market. The demographic crunch anticipated by many nations as baby boomers exit the workforce will decrease the domestic supply of ICT employees.

In response to this pending crisis, ITAC has a four-part strategy:

## **I. Advocacy**

ITAC interacts with the federal and provincial governments to promote a broad understanding of knowledge-based labour. We advocate for specific policy measures that reflect this understanding. In 2013, for example, ITAC actively participated in the consultations on Canada's Temporary Foreign Worker program.



***“Our ITAC Diversity Committee work over the next twelve months will take place in the framework of a new, refocused mandate vision and strategy. Our plan is to focus on the important role that workforce diversity, specifically gender diversity, plays in prosperity and competitiveness at the enterprise and industry level. We will take a “life cycle” approach that looks at women ICT resources from their educational formation, to their entry into the workforce, corporate management, entrepreneurship, the C-suite and the boardroom. In the coming weeks we will be developing and launching initiatives to influence women at various stages of this “life cycle” to favourably impact their careers and our companies.”***

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### **Lloyd Bryant,**

*Vice President and General Manager, Printing and Personal Systems, Hewlett-Packard, Chair of the ITAC Diversity Advisory Group*

## AN INDUSTRY FUELED BY TALENT

We will continue to press the federal government on the importance of access to global labour markets.

### 2. Research

Working with such partners as the Information and Communications Technology Council, the Canadian Coalition for Tomorrow's ICT Skills (CCICT) and government, we secure the best labour market information available to manage our present and future talent pool.

### 3. Communication

ITAC supports initiatives by CCICT to “change the conversation” with the emerging workforce about the value and attractiveness of jobs in our sector.

### 4. Best Practice Forums

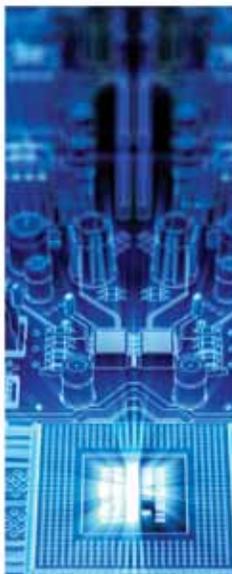
Excellence in Human Resources practice is central to labour pool stewardship at both an enterprise and an industry level. ITAC's HR Forum brings human resources professionals from large, medium, and small companies together regularly to share best practices and knowledge in HR management.

***“I have gained much insight and brought back a wealth of information to my organization from the ITAC HR Forum over the past several years. Topics ranging from new employee onboarding to social media to compensation and benefits and the employment legal environment all provide stimulating learning, as well as invaluable peer networking and knowledge sharing opportunities.”***

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**Bruce Markowitz**

Human Resources Practice Leader, Unisys Canada Inc. and Co-Chair of the ITAC HR Forum



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## REPRESENTATION ON TAXATION

AMONG THE MANY FACTORS THAT CONTRIBUTE TO THE MARKET COMPETITIVENESS OF ICT PRODUCTS AND SERVICES IS THE TAX REGIME UNDER WHICH THEY ARE CREATED.

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

**Taxation:** ITAC's Tax and Finance Committee presents a clear and united viewpoint to policy makers on how tax measures can encourage the growth of a strong, knowledge-based economy. For example, 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 the 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 does any other sector—we are responsible for 33 per cent of the total national R&D investment in Canada. SR&ED credits are therefore immensely important to many ITAC members and the ICT industry itself.

Changes to the SR&ED announced in the 2012 Federal Budget have raised substantial concerns among many R&D performing companies. Most notable is the federal government's expressed intention to shift R&D and innovation support from tax-based



***“Tax issues and financing continue to dominate the strategic decisions of our members as innovation drives growth in Canada and in our globalized economy. We will continue to work with stakeholders to emphasize the role that tax policy and a robust financing environment have in fuelling technological innovation from the Canadian ICT sector ”***

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**Karen Atkinson,**

Partner Business Tax Services, Ernst & Young and  
Chair of the Tax and Finance Committee

## REPRESENTATION ON TAXATION

mechanisms such as SR&ED to a direct or program-based approach. This was reaffirmed in the 2013 budget, which contained new measures for direct support—in particular new initiatives in IRAP and an Advance Manufacturing Fund for Southern Ontario.

The focus of the Tax and Finance Committee over the past 12 months has been two-fold. We continue to communicate our concerns about this shift in focus to policy makers. At the same time, we are working to ensure that ITAC members are well informed about the changes and any new opportunities arising from directly funded programs. We introduced a series of workshops on this topic in April of 2013 and will continue to offer them in various locations in the coming months.

**Investment:** The availability of capital is essential for the formation of robust knowledge-based businesses. The ITAC Tax and Financial Committee is also concerned about the inhibiting effects of weak Canadian venture capital markets. This focus has become even more important given that, historically, Canada has a smaller pool of venture capital than do other countries. At the moment what capital we do have is at a historic low and highly risk-averse.

The federal government announced the allocation of \$400 million to stimulate Canada's venture capital ecosystem in the 2012 Budget. In January of 2013 the Prime Minister announced how the government intends to use this money through its Venture Capital Action Plan. ITAC represents an important investee community and so we continue to monitor and provide input on the evolution of this plan.



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# MODERNIZING PUBLIC SECTOR USE OF INFORMATION TECHNOLOGY

ITAC MEMBERS COLLABORATE TO FULFILL A VISION OF A DIGITALLY EMPOWERED, MODERN CANADA.

As the voice of the Canadian information and communications technologies (ICT) industry, our primary role is advocacy on behalf of our members. We deliver our members' message to key ministers and government officials, and promote public-private sector dialogue. ITAC's activities over the last year include:

- Responding to the 2013 Budget release with a positive statement on the new approach to skills training. ITAC had advocated the need for a talent strategy in pre-budget consultations.
- Continuing to press for measures promoting best outcomes in R&D investment in line with our member's preference for indirect measures like Scientific Research & Experimental Development (SR&ED).
- Participating in a Canada-India ICT Working Group led by Industry Canada to promote ICT business opportunities and partnerships between Indian and Canadian stakeholders.
- Through ITAC's Digital Economy Regulatory Forum, producing a major white paper on the importance of the digital infrastructure and applications layers in the formation of a sound digital economy strategy for Canada.
- Launching a new initiative around the convergence of ICT industry interests with those in the power generation industry.

- Submitting a response earlier this year to the new draft regulations pursuant to Canada's anti-spam legislation, and working with a broad coalition of industry associations on a joint response.

ITAC also continues to promote the Public Sector Transformation in the use and procurement of ICT. We are actively engaged with Shared Services Canada (SSC), Public Works and Government Services Canada (PWGSC) and the Treasury Board Secretariat on the Government's ICT transformation.

Karna Gupta, President and CEO of ITAC, attended the quarterly meeting of Shared Service Canada's Information Technology Infrastructure Roundtable (ITIR) in March to provide member input on SSC's strategic issues. Through ITAC's efforts, members have participated regularly in SSC Advisory Committee meetings, including



## MODERNIZING PUBLIC SECTOR USE OF INFORMATION TECHNOLOGY

those on Smart Sourcing, Architecture Framework, Procurement Benchmarking, and Innovation.

Karna also participated in the inaugural meeting of Public Works and Government Services' Supplier Advisory Committee with other Association Executives in January this year to provide member input on Smart Procurement. Issues discussed included the participation of SMEs in procurement, and the Government's new Integrity rules, which were recently changed as a result of ITAC representations.

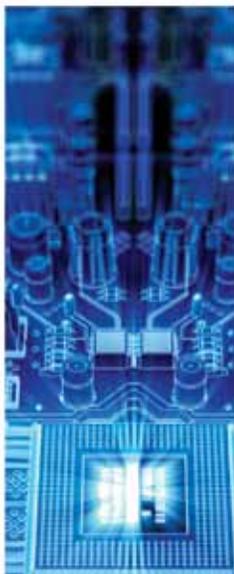
The federal Public Sector Business Committee continues its monthly meeting to review issues with other members and with representatives from SSC and PWGSC. The Committee has established five working groups: New Role of the CIO; Back Office Modernization; Shared Services Canada, Telecommunications and Procurement. The latter has achieved changes in procurement terms and conditions related to price certification, software licensing procurement, liability and the RFP inquiry process.

This year, ITAC has also taken strong steps to build on our relationship as a trusted advisor with ministers, parliamentarians and senior officials, including:

1. Meetings held with Minister Goodyear as part of several planned meetings during WCIT, as well as with Minister Clement
2. Karna Gupta made two presentations to Standing Committees House of Commons on Fostering Innovation through Canada's IP Regime, and Privacy and Innovation in Social Media

3. Briefing for a meeting with Marissa Monnin, Policy Advisor to Minister Ed Fast, International Trade, to raise the awareness of the increasingly active role ITAC plays in encouraging the development of international business strategies among emerging Canadian ICT companies. We requested Minister Fast's participation in ITAC events and collaboration on strategic development to promote the importance of international business initiatives to our industry.

In the next year, ITAC intends to continue its advocacy and procurement activities on behalf of its members. We will also press for a comprehensive digital economy strategy to promote jobs and growth.



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## ITAC IN ONTARIO

### ANOTHER ENGAGING AND PRODUCTIVE YEAR FOR ITAC ONTARIO!

Thanks to a committed ITAC Ontario Board, a great deal of energy has gone into enhancing our industry's profile with the Ontario government. ITAC remains a trusted conduit of information and collaboration for industry and government. Our calendar offers valuable opportunities for engagement with the Ontario government—both industry and government attend and lead presentations at our sold-out events. We will grow and broaden such engagement in the future.

Community-building is a central focus for our Board volunteers, and reflects our committee themes: Digital Economy, Entrepreneurship and Innovation, Brand, Outreach and Membership, and Public Sector Business. ITAC has made significant progress in outreach to sectors such as financial technology and energy through these committees. We have also established a relationship with the Municipal Information Systems Association (MISA) of Canada, which is the national voice of municipalities on information and communications technology.

Under the leadership of our new ITAC Ontario Board Chair, David Treiber, Bell Business Markets, the Ontario Board will continue to build on the successes of 2012.

#### **Public Sector Business in Ontario**

Under the leadership of Chair Lisa Carroll of CGI Canada, the Ontario Public Sector Business Committee (ON-PSBC) has become the single voice for our industry on public sector issues. This committee significantly engaged the Ontario government in 2012 and early 2013:

- We reinforced our relationship with the Ministry of Government Services through ongoing engagement with its senior leaders. Specifically, we provided vendor input for



***“I really appreciate the dialogue at the ITAC CIO Breakfasts. It lets us share where the Ontario government is going with companies and they, in turn, can offer us their best solutions.”***

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**David Nicholl**

Corporate Chief Information Officer  
Ontario Ministry of Government Services

## ITAC IN ONTARIO

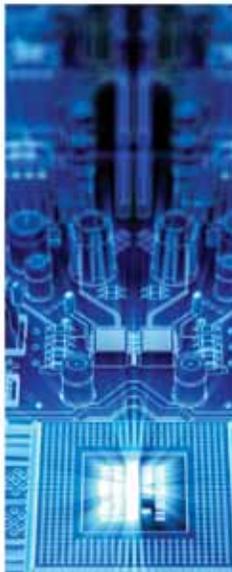
the Reducing Vendor Burden for the RFX Process initiative in the fall of 2012. We expect our input on supply chain improvements to continue.

- We worked closely with Ontario Corporate Chief Information Officer (CCIO), David Nicholl, who addressed ITAC members and CIOs from various government clusters about the ICT strategies at two sold-out ITAC-hosted CCIO breakfast briefings in 2012.
- Responding to member feedback, we refreshed the event format in December by introducing a moderated interactive panel, with the first co-host being CGI Canada. This sold-out event was extremely well received by ITAC members and Ontario Public Service (OPS). Our most recent CCIO Breakfast hosted by Bell Canada was heralded as the most successful ever. We look forward to the next CCIO breakfast later this year.
- The second Fireside Chat series was led by guest Samantha Liscio, Corporate Chief Strategist, OPS, and further member-only sessions featured popular speakers John Hill, CIO, Workplace Safety and Insurance Board (WSIB), in January, and Fariba Anderson, CIO, Municipal Property Assessment Corporation (MPAC), in April. These intimate sessions have been very well received.
- We launched the Broader Public Sector CIO Breakfast and Panel Discussion series in May with guest speakers John Hill, CIO, WSIB, Anthony Iannucci, CIO, Toronto Transit Commission (TTC), and Rob Meikle, CIO for the City of Toronto.

### **Ontario Innovation Agenda and ICT Strategy**

In September 2012, ITAC hosted an informal private dinner with former Minister Brad Duguid (Ministry of Economic Development, Trade and Employment—MEDI). Members discussed industry trends and priorities affecting development of the Ontario ICT sector. Emerging themes included identifying opportunities for industry and government collaboration to support Ontario's young ICT companies, and identifying how industry can work with the Ontario government to support investment in research and development (R&D) and innovation.

ITAC looks forward to working with the newly formed MEDI and the Ministry of Research and Innovation to align with federal government strategies, support Ontario R&D efforts, create and encourage global opportunities for SMEs, and accelerate the innovation ecosystem, increased productivity and competitiveness in Ontario.



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# ITAC MEMBERS

## ITAC Members

- A Hundred Answers
- Accenture Inc.
- ACT Canada
- Adobe Systems Canada
- Advanced Micro Devices
- Aerotek ULC
- Agfa Healthcare
- Algonquin College
- Algorithmics Incorporated
- Allan Wilson and Associates
- Alleyne Inc.
- Allscripts
- Alphaglobal - IT Inc.
- Alphinat Inc.
- Aon Hewitt
- Apple Canada Inc.
- Aprillage Inc.
- ArcSight Canada
- Arun Malhotra & Associates
- Association quebecoise des technologies (AQT/QTA)
- Atos Inc.
- Autonomy, an HP Company
- Avanade Canada Inc.
- Avaya Canada
- B Sharp Technologies, Inc.
- Bell Aliant
- Bell Canada
- Bell ExpressVU
- Bell Mobility Inc.
- Bell Security Solutions Inc. (BSSI)
- Bell West
- Bennett Jones LLP
- Bentley Systems
- Bereskin & Parr LLP
- Bevertec CST Inc.
- bitHeads inc.
- BlackBerry
- Blake, Cassels & Graydon LLP
- Bnotions
- Branham Group Inc.
- British Columbia Technology Industry Association (BC-TIA)
- Business Development Bank of Canada
- BusinessOne Corporation
- CA Technologies
- Calgary Scientific
- Canada India Business Council
- Canada-China Business Council
- Canada's Technology Triangle Inc.
- Canadian Bank Note Company, Limited
- Canadian Digital Media Network
- Canadian Health Information Management Association
- Canadian Imperial Bank of Commerce
- Canadian Light Source
- Canadian MedicAlert Foundation
- Canadian Pharmacists Association
- Canadian Wireless Telecommunications Association
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- Deloitte Inc.
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- eBay Canada
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- eHealth Ontario
- Employment Solution (The)
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- Google Canada
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- GRCSI (Governance Risk Compliance Security International)
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- GSI Consulting Services Inc.
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- Information and Communications Technology Council (ICTC)
- Innovation and Technology Association of P.E.I. (ITAP)
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- Intelliware Development Inc.
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- IQ Hunt Ltd.
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 Sequentia Environics  
 Sherbrooke Innopole  
 Sheridan College Institute of Technology and Advanced Learning  
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 Sigma Designs Technology Canada Inc.  
 SMA  
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