

# JOINT COUNCILS MEETING

















February 15th, 2022

## Record of Decision v3

#	Topic / Discussion	Decision / Action
	Land acknowledgment by the ICCS and welcome remarks by Tracy Wood, PSCIOC Co-Chair, on behalf of the JC Co-Chairs, followed by roll call.	
1.	<p><b><u>ADMINISTRATIVE MATTERS:</u></b></p> <p><b>A) Approval of Record of Decision from October 26, 2021, Joint Councils meeting.</b>          Record of Decision of Joint Councils' meeting of October 26, 2021, approved without changes.</p> <p><b>B) Acceptance of February 15th, 2022, Joint Councils Agenda.</b>          Joint Councils' meeting agenda of February 15, 2022, approved. No comments or questions raised.</p>	<p><b><u>Decision #1:</u></b>          Record of Decision of the Joint Councils' meeting of October 26, 2021, approved without changes.</p> <p><b><u>Decision #2:</u></b>          Agenda of February 15th, 2022, Joint Councils' meeting approved without changes.</p>
2	<p><b><u>DATA DRIVEN INTELLIGENCE WORKING GROUP</u></b> (Refer to TABs 2A &amp; 2B)</p> <p>Michael Taylor, Kelly Fuessel and Andrew Satterthwaite, Data Driven Intelligence WG co-chairs tabled for feedback and/or approval a proposal on future activities of the group based on the recommendations from the report (<i>Report: Insights into Public's Acceptance of Government Use of Data</i>) and draft workplan.</p> <p>Following feedback and approval by Joint Councils on proposed activities, the DDI Working Group will work to finalize workplan and develop a Scope of Work for each stream of work. The group will report back to the Councils on both the scope of work for each activity and funding required.</p> <p><b><u>Members' Discussion:</u></b></p> <ul style="list-style-type: none"> <li>Tracy Wood, PSCIOC co-chair, PEI, encouraged the DDI WG co-chairs to explore the jurisdictional scans done through the ICCS to support some of the work related to recommendation H. She inquired on their observation around shying away from health data.</li> </ul> <p>Michael Taylor, DDI WG co-chair, responded that it was related to sharing data overall, they will concentrate more globally, not just on health data. It is about information and ensuring privacy protection.</p>	<p><b><u>Action Item #1A:</u></b>          DDI Working Group Co-Chairs to reach out to the Canada Open Government Working Group co-chair to discuss future work related to recommendations B, D, G. Opportunity for Open Government WG to provide support to the DDI WG to advance this work.</p> <p><b><u>Action Item #1B:</u></b>          DDI WG to reach out to other groups of the Councils to explore how they can help advance work on the other recommendations from the report (B, C, D and E).</p>

<ul style="list-style-type: none"> <li>Mark Burns, YT, commented that the objective would be to give members the tools to go back to their jurisdictions and being able to use and apply this research. In terms of the use of public data, where do you draw the line around providing a service and accessing data without government being seen as “big brother”? Having someone assess citizens’ expectations and being proactive in serving by using data governments have but at the same time not having the creepy factor and going too far. How do you assess when we are in the right zone and how or when this zone moves. As a framework, it needs to consider changes in future citizen expectations?</li> </ul> <p>Michael Taylor responded that the intention was to identify common legislative irritants, becoming the same policy everywhere, however, they won’t come up with a legislative plan for the entire country. The objective is to have common understanding of what these legislative barriers are across the country and opportunity to address these barriers.</p> <p>Kelly Fuessel, DDI WG co-chair, added that this information would help jurisdictions identify the common problems where they could support each other, in terms of what jurisdictions are doing and leverage this for a common purpose. Creating a list of possible pain points, a further activity could be to identify those things that could help to overcome these pain points once we can identify. The creepy factor is in the AI when you go to analytics space, it is gaining an understanding to what the trends are with respect to service delivery preferences and do that on a broader scale when it comes to public service. We can gain a better understanding of what these barriers are across all jurisdictions and richer insights into how to deal with these barriers for better service delivery.</p> <ul style="list-style-type: none"> <li>Tracy Wood recommended that in the review of common challenges, this includes legislation interpretation of what is there. In terms of legislation, there is an issue of what they can and cannot do because of the historical interpretation of legislation.</li> <li>Sonya Read, TBS, commented that in terms of the creepy factor they need to be very specific about what they are sharing data for. It is about the outcomes to what they want to use the data for and being transparent about use of data. The legislative framework is complex, and they need the use cases to define in what context the change is required. She recommended that the DDI WG to partner with other groups of the Councils that work on this and can help define the scope of work. There were initial conversations with the Canada Open Government WG, but there is an opportunity to look for those broader initiatives as a package of work that belongs with that group as opposed to the DDI WG. It is important to be very specific about what kind of data and in what circumstances this data is being shared.</li> <li>Melanie Robert, Canada Open Government WG co-chair, referred to the orphaned recommendations (<i>the other recommendations from the report that the group has no defined activity yet</i>). Open Government is about promoting transparency to build and regain trust. Transparency and trust generally are difficult, but those should be in their mandates. She referred to <i>Recommendation B</i> as an area that her group would benefit from. She suggested having an open dialogue with people of diverse opinions, people from various demographics, in addition to undertaking public opinion research. <i>Recommendation D</i>: one of the key things done at the federal level was to clarify in terms of sensitivity around that and not pushing open data that is not really understood with the data sovereignty. <i>Recommendation G</i> to educate public servants on what information they can and cannot share. It is very important to understand what should be posted. She will discuss these recommendations with members of the Open Government Working Group to assess if there is a possibility for those recommendations to be taken into consideration in their work plan. She will report back to the DDI WG co-chairs.</li> <li>Kelly Fuessel encouraged other working groups to take on the recommendations from the report and advance this work.</li> </ul>	<p><b><u>Action Item #1C:</u></b> Data Driven Intelligence WG to amend the workplan based on members’ recommendations. DDI WG Co-Chairs to table the final workplan at an upcoming meeting.</p> <p><b><u>Action Item #1D:</u></b> Data Driven Intelligence WG to work on developing a Scope of Work for each stream of activity as per the proposed workplan. DDI WG to report to the Councils on the scope of work and funding request to carry out this work at a future meeting.</p> <p><b><u>Decision #3:</u></b> Data Driven Intelligence WG direction on future activities (work plan) has been approved with the necessary amendments based on members’ discussion.</p>
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<ul style="list-style-type: none"> <li>• Catherine Bennett, PSSDC co-chair, noted that this work is very valuable and aspirational because of the complexity of the legislative environment across levels of government. She suggested that it is important to look at leadership models and the art of the possible of what people have done in similar complex set ups in jurisdictions. Has anyone cracked this nut? Can we examine that and put models in place to get through this kind of complexity? The notion of surfacing best practices or different approaches would be helpful.</li> <li>• Michael Taylor responded that jurisdictions would be asked on their challenges as well as their accomplishments. It is easy to expand the question to include both sides.</li> <li>• Linda Maljan, NT, inquired if there is an expectation from Councils' members to do the ongoing monitoring of Canadians opinions about data in their jurisdiction, or is that something that the working group is intending to do on behalf of the Councils' members?</li> <li>• Kelly Fuessel responded that their intention is to lead with the types of questions through the survey process.</li> <li>• Michael Taylor encouraged jurisdictions do recommendation B and that would help with the best practices in terms of marginalized populations.</li> <li>• Tracy Wood inquired about public consultations, attitudes, and values and how that intersects with the ICCS' Citizens First research.</li> <li>• Paul Holness, ESDC/Service Canada, suggested to take into consideration the evolving changes related to privacy legislation at the jurisdictional level. That is an area they are all aware of and the jurisdictions abide strongly to their legislation.</li> </ul> <p><b>The Data Driven Intelligence WG workplan was endorsed by the Councils' members with amendment to include collection of best practices as part of the reviews across jurisdictions.</b></p> <p><b>DDI Working Group Co-Chairs agreed that the orphaned recommendations could be served by other working groups of the Councils, and they will reach out to these groups to discuss further.</b></p> <p><b><u>Next steps:</u></b></p> <ul style="list-style-type: none"> <li>• Data Driven Intelligence WG to finalize workplan based on members' feedback.</li> <li>• Data Driven Intelligence WG to develop a scope of work for each activity.</li> <li>• Data Driven Intelligence WG to seek members' approval on Scope of work and funding required.</li> </ul> <p>Tracy Wood thanked the Data Driven Intelligence WG co-chairs and members for their work.</p> <p><b><i>Recommendations from the report on Insights into the Public's Acceptance of Government Use of Data.</i></b></p>	
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#	Recommendation	Complexity	Effort									
Theme 1: Understanding levels of public trust												
A	Engage with the public across Canada to better understand their levels of acceptance of government data use											
B	Encourage governments to establish formal monitoring of Canadians' levels of public acceptance of data use and sharing											
Theme 2: Strengthening the relationship between government and the public												
C	Support government to promote transparency to build / regain trust											
D	Encourage governments to allow citizens to opt into a "tell us once" approach, where data may be shared with other government departments for a set of agreed uses											
E	Advocate for the prioritization of Indigenous Data Sovereignty by government organizations											
Theme 3: Improving internal government operations												
F	Encourage governments to establish centralized Data Authorities											
G	Educate public servants on what information they can and cannot share (secondary usage) and the requirements for consent, according to privacy legislation in their jurisdiction											
H	Encourage and support F/P/T/M legislative reform to enable the secondary uses of data not currently allowed											
3	<p><b><u>POLICY HORIZONS CANADA: FORESIGHT ON COVID-19 RECOVERY</u></b> <i>(Refer to TAB 3)</i></p> <p>Simon Robertson, Manager of Social Foresight, Policy Horizons Canada provided a presentation on Foresight on COVID-19 recovery to support forward-looking thinking and inform decision making. Policy Horizons Canada uses foresight to help the Government of Canada develop future-oriented policy and programs that are robust and resilient in the face of disruptive change by analyzing the emerging policy landscape, the challenges that lie ahead, and the opportunities opening up; engaging in conversations with public servants and citizens about forward-looking research to inform their understanding and decision making; and building foresight literacy and capacity across the public service.</p> <p>Policy Horizons has developed the following research:</p> <table><tr><td>Biodigital Convergence</td><td>Next Digital Economy</td></tr><tr><td>The Future of Work</td><td>the Future of Value</td></tr><tr><td>Exploring Social Futures</td><td>The Future of Sense-making</td></tr><tr><td>Life Course</td><td>Long-term Implications of the COVID-19 Pandemic</td></tr></table> <p>The following implications emerged from their research and interactions with GoC departments:</p> <ul style="list-style-type: none"><li>Heightened demand for public services</li></ul>			Biodigital Convergence	Next Digital Economy	The Future of Work	the Future of Value	Exploring Social Futures	The Future of Sense-making	Life Course	Long-term Implications of the COVID-19 Pandemic	<p><b><u>Action Item #2:</u></b></p> <p>ICCS Secretariat to consult with the JC Co-Chairs on specific topic/theme for a potential workshop or activity led by Policy Horizons Canada. ICCS to coordinate future engagement and participation with Policy Horizons Canada.</p>
Biodigital Convergence	Next Digital Economy											
The Future of Work	the Future of Value											
Exploring Social Futures	The Future of Sense-making											
Life Course	Long-term Implications of the COVID-19 Pandemic											

	<ul style="list-style-type: none"> <li>• Creation of a new baseline for digitization</li> <li>• Demand to strengthen systemic resilience</li> <li>• Sense-making in an emergency</li> <li>• Accelerated disruptions in the economy</li> </ul> <p><b><u>Members' Discussion:</u></b></p> <ul style="list-style-type: none"> <li>• Catherine Bennett, PSSDC co-chair, ESDC/Service Canada, inquired if Simon has any advice for the Councils on best practices around an integrated service experience for citizens and where to focus going forward in trying to contribute to the resiliency of service delivery in the various governments of Canada. What are the trends?</li> </ul> <p>Simon Robertson responded that a lot of willingness has been seen to break out of siloed boxes during the pandemic that might have existed before. There is appetite and opportunities in trying new things that before the pandemic were out of bounds or weren't possible in terms of cooperation and coordination with various levels of government. There was a lot of concern around privacy and one on one engagement of people accessing their health care system through various service providers. During the pandemic there was the opportunity to reform and organize in different ways rapidly. An example was telehealth, which very quickly reformed. Citizens' expectations in accessing government services also shifted very rapidly in this new reality, and this created an opportunity for collaboration, particularly inter-jurisdictional collaboration. There was also a lot of focus on digitization and how that shifted. COVID gave an opportunity to engage people in conversations previously thought closed.</p> <ul style="list-style-type: none"> <li>• Catherine Bennett recommended the opportunity for Policy Horizons Canada to collaborate with the Councils in the future, for example, workshops on key topics to help support the priorities/forward agenda of the Councils. To put our heads into the foresight space to prepare for possible futures and support resiliency in service delivery.</li> <li>• Dan Batista, ICCS Executive Director, noted that the ICCS would like to work with Policy Horizons Canada. The organization's focus is on measuring citizen's experience with the public sector service. Citizen First survey captures what is happening in this space. The ICCS will follow up with Simon for potential collaboration i.e., workshops.</li> <li>• Simon Robertson welcomed opportunity for further collaboration with ICCS and the Councils.</li> </ul> <p>Catherine Bennett thanked Simon Robertson for his contribution to the meeting.</p>	
4	<p><b>DIGITAL IDENTITY</b> <i>(Refer to TAB 4)</i></p> <p>Peter Watkins, Pan-Canadian Digital ID Program Executive, reported on progress made on the Digital Identity priority.</p> <p>Meeting objectives:</p> <ol style="list-style-type: none"> <li>1. Profile the status of planning and implementation activities across the jurisdictions.</li> <li>2. Table recommendations for how Council members can accelerate the implementation of Pan-Canadian Digital Trust/Identity.</li> <li>3. Get direction on whether to sponsor the development of a shared narrative for Pan-Canadian Digital Trust/Identity.</li> </ol> <p>As public service leaders the Councils can help to advance Pan-Canadian Digital Trust/Identity by:</p> <ol style="list-style-type: none"> <li>1. Acting as champions for the collaboration that is underway</li> <li>2. Join and engage for the priority topics and areas you are addressing (policy, user experience, program design, systems...)</li> <li>3. Invest in establishing your own agile digital delivery teams</li> </ol>	<p><b><u>Action Item #3A:</u></b></p> <p>Paul Wagner, on behalf of TBS OCIO, offered to provide a communications resource to support the work led by Peter Watkins on developing a shared narrative for Pan-Canadian Digital Trust/Identity. Peter Watkins (and JEDIs) to reach out to TBS OCIO to discuss offer of support of a communications resource (secondment opportunity).</p>

4. Create the “infrastructure” to make multi-jurisdictional co-development and collaboration routine and easy
5. Exercise crowd control on vendor behavior across your departments
6. Engage and assist your JC-JEDI member

**Members’ Discussion:**

- Paul Wagner, PSCIOC co-chair, congratulated Peter Watkins and JEDI group for the great progress on digital identity.
- Mark Burns, PSSDC co-chair, recommended for the development of the shared narrative to consider the various audiences in this space. One narrative for all is not best approach but rather communication for different audiences. He suggested to define these audiences where Digital ID story needs to be told to and identify the points that resonate with those types of audiences. Members would select the story or stories that resonates for each audience in each jurisdiction. The shared narrative is a valuable and needed resource.
- Michael Goit, TBS, suggested finding places where the strategies are not established totally and find consensus, from the consultations process to refine those narratives. They need to find the one that is most impactful to the mandate or some other strategies to work on as use cases or a narrative and what the collaboration outcome would be.
- Alex Coleman, ON, recommended to focus on the value of what does the Digital ID do for improving the life of citizens and businesses. Show any use case with the details around various options to reflect the value of the Digital ID.
- CJ Ritchie, BC, noted that the shared narrative is important. The way each jurisdiction may pursue Digital ID could be different. Shared narrative should be at the higher level, and it will depict why Digital ID is important for citizens to participate in the digital economy, what role Digital ID plays in privacy protection and data security. The shared narrative could include research. Post pandemic, people moved to online and cyber incidents are very high. Digital ID and Digital Trust play an important role in keeping information and privacy protected as much as possible. It is in the data, metrics, research and in the high-level messaging around security and privacy protection and the way in which we need citizens being able to interact, safely, inside and outside government. It would increase trust in government and service to citizens at a time that is required more than ever.
- Paul Wagner stated that establishing Digital Trust by implementing Digital ID, it will raise digital trust that is the government’s responsibility. When collaborating from a government perspective it is either provincial, territorial, municipal, or federal that raises the bar around the country. Small companies, medium enterprises could start to lean in with the digital trust framework.
- Rob Devries, ON, mentioned that the use cases and a toolkit explaining the benefits are important when discussing digital identity with businesses. In the next 6 to 8 months around the globe Digital ID will be noticed in every aspect of the services citizens consume, in different formats, interacting in various ways. Currently, almost every online provider is introducing a form of online identity and verification. Our job is to create the narrative around how we make that safe and protect people, by giving them the tools to be able to navigate those for their convenience, safety, security, and trust.
- Peter Watkins, Pan-Canadian Digital ID Program Executive, recommended to start development of a narrative in a way that members could imagine being in discussion with the FPT Clerks and Cabinets Secretaries explaining why they need to support digital identity efforts. He would require guidance from the Councils on the shared narrative, and he advised that it should be one in place for all jurisdictions. The question is, who would develop the narrative and who would sponsor this work?

**Action Item #3B:**

Peter Watkins to provide regular update to the Joint Councils on progress on all work related to Digital Identity including development of a shared narrative.

- CJ Ritchie, BC, stated that the JC table is the collective sponsor of the work, as members signed the Declaration on Digital Identity as their priority. It is an evolution, and it should be members to direct the development of the shared narrative which includes a level that speaks to Clerks and Cabinet Secretaries. It is in their best interest to raise the level of trust that citizens of Canada have in government. We have the language of what should go in the shared narrative and will find the right communications people (resources) to develop the shared narrative.
- Bev Dicks, BC, mentioned that when developing the narrative to think of what the problem is we are trying to solve and focus on the outcomes for citizens and for businesses. How does digital identity fit in the public service value chain, trust and confidence in government? She agreed with the need to develop the elevator pitch, short and meaningful, not multiple pages, not to focus on the technical aspects of solutions but rather focus on what this means for citizens and how this helps to improve services and the economy. The winning formula is to focus the narrative on outcomes.
- Paul Wagner stated that each jurisdiction would have a press release on Digital Identity/Digital Trust, used for media purposes. He recommended to leverage what jurisdictions have already developed related to their digital identity programs as this can assist the communications resource to draft something for the group. The draft narrative can be brought back to Joint Councils for feedback.
- Jackie Stankey, AB, commented that a press release on how the MyAlberta Digital ID relates to service delivery was developed by Alberta and she can share this material. She also offered to share additional press releases.  
<https://www.alberta.ca/release.cfm?xID=81898EE8C18FA-F0ED-57F1-4A0A4D791A8F91EF>
- Peter Watkins noted that JEDI members need support, as they have their daily jobs and already some other responsibilities in advancing the Digital ID file. The shared narrative will require designers and communications people that are on the implementation teams.
- CJ Ritchie mentioned that Sophia Howse, who is a JEDI member, will collect the material that British Columbia has developed. She suggested to have a smaller group of members get together to collect, review and select material that can be repurposed in developing the shared narrative. There is however the need to have a resource assigned to carry out this work.
- Paul Wagner, on behalf of Treasury Board of Canada Secretariat, offered his support in collecting the materials from all jurisdictions.
- Cosanna Preston, SK, expressed her thanks and support to Peter Watkins for all his work in advancing digital identity efforts with the JEDIs.
- Arlene Williams, NS, inquired if there's a possibility to expand roles to work with Peter in a collaborative way with the jurisdictions around communications and policy support. Regarding policy support, Nova Scotia is currently working on key policy decisions. It would be beneficial to have the support from a centralized body in helping shape this decision making.
- Paul Wagner mentioned that it would be important to also think about a national reporting structure for some of the policy and certification issues as part of this digital identity program.
- Michael Goit stated that they need to find a way to support these activities in a way that meets jurisdictional needs. What is the opportunity to create a communications package?

	<ul style="list-style-type: none"><li>Paul Wagner advised that Pirth Singh was appointed the Executive Director for Digital Trust/Digital ID within the Federal government. If this table is amenable, Paul would take that secretariially and will report back to the JC with the narrative that they need to develop at the national level. He will engage the right members through the Councils and JEDI member. Paul offered a communication resource from TBS to work on developing the shared narrative.</li><li>CJ Ritchie was pleased to hear that the federal government has resources that can help support the development of the shared narrative. She inquired as to how this communication resource would fit within the work led by Peter and the JEDI's work? Peter's role was constructed through the ICCS to represent all jurisdictions in Canada so while BC is providing this resource, Peter's role is under the direction of the Councils and under the ICCS. Peter's and JEDI's work should be reflected in the shared narrative, as it is representative of a pan-Canadian view rather than one single jurisdictional perspective. It is an important consideration to move the Digital ID forward as a collective group rather getting into a federal versus provincial argument, recognizing that there is a role for Digital ID and Trust from a pan-Canadian perspective and how that role intersects with some other pieces. It is important that this role is under the direction of the Councils under the ICCS.</li><li>Paul Wagner reiterated that Digital Identity is the Joint Councils' work. He is offering his support to advance the communications piece, as JEDIs have indicated that they have no resources to develop the shared narrative. He offered to work with Peter Watkins and Pirth Singh to discuss communications support.</li><li>Peter Watkins thanked the Councils for their support in advancing digital identity and direction for the development of the shared narrative. The JEDI table will continue its work to accelerate the implementation of digital identity. He and the JEDIs will reach out to the TBS team, Paul Wagner, Pirth Singh and Michael Goit, to discuss next steps.</li></ul>	
5	<p><b><u>Other Business:</u></b></p> <ul style="list-style-type: none"><li>Maria Luisa Willan noted that the PSCIOC and PSSDC Information Sharing analysis is included in the meeting binder. An overview of the analysis will be shared at the PSCIOC and PSSDC meetings.</li><li>The Joint Councils Strategic Plan has been updated noting all the deliverables by the working groups for 2021.</li><li>Members were encouraged to provide feedback to the ICCS Secretariat on the bring forward agenda and any other matter or topics they wish to discuss for upcoming meetings.</li></ul> <p>Paul Wagner thanked everyone for their engagement and participation and adjourned the meeting.</p>	<i>No action items for this subject.</i>

## Attendance

<b>CO-CHAIRS:</b> Tracy Wood Paul Wagner	Prince Edward Island – PSCIOC Treasury Board of Canada – PSCIOC	Catherine Bennett Mark Burns	ESDC/Service Canada- PSSDC Yukon - PSSDC
<b>PSCIOC MEMBERS:</b>  David Barr for Liz Byrne-Zwicker Jan Bradley Kathryn Bulko Stephen Bull Hong Chung Jason Doiron for Rick Wind	New Brunswick MISA W, City of Calgary MISA Canada Alberta Manitoba Northwest Territories	<b>PSSDC MEMBERS:</b>  Mark Arsenault Sylvain Beauchamp Gail Boland Bev Dicks Dafna Carr Shelley Darlington	Prince Edward Island Immigration, Refugees and Citizenship Canada Newfoundland and Labrador British Columbia Ontario MSDO, Norfolk County



Dave Heffernan	Newfoundland and Labrador	Kathryn Durkin-Chudd	Manitoba
Jonathan Kelly	Québec	Jean-Paul Fradette	Manitoba
Dave Heffernan	Newfoundland and Labrador	Mitch Freeman	Veterans Affairs Canada
Sean McLeish	Yukon	Mark Healy	Newfoundland and Labrador
CJ Ritchie	British Columbia	Roxanne Hersack	Alberta
Harry Turnbull	MISA Ontario	Gillian Latham	Nova Scotia
Arlene Williams for Natasha Clarke	Nova Scotia	Michelle MacFarlane	Nova Scotia
		Linda Maljan	Northwest Territories
		Rene Nand	MSDO, Region of Peel
		Michelle Orth	MSDO, Region of Peel
		Adriana Poveda	British Columbia
		Denis Poirier	Indigenous Services Canada
		Sonya Read	Treasury Board of Canada
		Judy Ross	New Brunswick
		Pirth Singh	Innovation, Science and Economic Development
		Jackie Stankey	Alberta
		Silvano Tocchi	Canada Revenue Agency

#### **PSCIOC / PSSDC / JOINT COUNCILS OBSERVERS & PRESENTERS:**

Manish Agarwal	Ontario	Kimberley Kargus	ESDC/Service Canada
Darren Baden	Alberta	Christine Levin	Ontario
Carine Bigira	ESDC/Service Canada	Catherine Luelo	Treasury Board of Canada Secretariat
Amy Bihari	Ontario	Christopher MacDonald	
Jamila Bourgeois	ESDC/Service Canada	Betty MacLean	Prince Edward Island
Mariana Brandao	Treasury Board of Canada	Patrice Martineau	Statistics Canada
Glenn Brunetti	Ontario	Mary Nicholson	Veterans Affairs Canada
Guillaume Charest	ESDC/Service Canada	Margo McCarthy	ESDC/Service Canada
Alex Coleman	Ontario	Colin McDonald	Manitoba
Angela Colombage	Manitoba	Trevor Milne	ESDC/Service Canada
Angela Copeland	Ontario	Jennifer Mulligan	Innovation, Science and Economic Development
Valerie Desantis	Ontario	Allison Muzyka	ESDC/Service Canada
Rob Devries	Ontario	Tammy O'Grady	Treasury Board of Canada
Krista Dewey	Nova Scotia	Adam Peters	Prince Edward Island
Harpreet Dhillon	City of Calgary, AB	Philcy Philip	Ontario
Edward Dodd	Ontario	Carol Prest	British Columbia
Ron Droeske	Canada Revenue Agency	Cosanna Preston	Saskatchewan
Amy Durocher	Canada Revenue Agency	Brian Rae	Canada Revenue Agency
Gloria Er-Chua	Manitoba	Kristy Ready	Canada Revenue Agency
Cathy Evans	Immigration, Refugees, Citizenship Canada	Mélanie Robert	Treasury Board of Canada
Robin Flaherty	ESDC/Service Canada	Charles Ruby	Québec
Dawn Foster	Ontario	Nataliya Rylska	Innovation, Science and Economic Development
Phil Fournier	New Brunswick	Andrew Satterthwaite	Region of York
Kelly Fuessel	Saskatchewan	Crystal Sowards	Statistics Canada
Daniel Gautreau	Nova Scotia	Louis Simos	Ontario
Michael Goit	Treasury Board of Canada	Anna Slavina	Manitoba
Heidi Gordon	Ontario	Andrea St-Laurent	
Tommy Grouev	ESDC/Service Canada	Michael Taylor	Treasury Board of Canada
Amine Haffaf	Immigration, Refugees, Citizenship Canada	Bianca Tomazeli	City of Montreal
		Marc Vézina	Québec
		Madalina Voina	Canada Revenue Agency

Elky Hanlon	Nova Scotia	Fei Zhang	British Columbia
Sophia Howse	British Columbia	Peter Watkins	Digital ID Program Executive
Sheila Hubbard	Treasury Board of Canada	Dan Batista	ICCS
Paul Jackson	Innovation, Science and Economic Development	Pavel Chernousov	JC Research Analyst
John Jordan	British Columbia		
Michael Kalin	Immigration, Refugees, Citizenship Canada		
<b>ICCS Secretariat:</b>	Maria Luisa Willan	Stefania Silisteanu	