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Joint Councils (PSSDC & PSCIOC) Strategic Plan 2021-2022

Inter-Jurisdictional Collaboration to
Enhance the Efficacy of Public Sector Service Delivery



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Overview

The Joint Councils, the Public Sector Chief Information Officer Council (PSCIOC) and the Public Sector Service Delivery Council (PSSDC), actioned the development of a Joint Councils' Strategic Plan to identify clear outcomes for the next two years based on current Councils' priorities and informed by working groups' workplans. This allows the Joint Councils to stay focused and measure progress in achieving priority objectives.

About the Joint Councils

Joint Councils

The PSSDC and PSCIOC come together as “Joint Councils”, to address issues of common concern and interest. The two Councils collaborate to enhance the efficacy of public service to the Canadian public. There are several working groups and communities of practice of the Joint Councils, PSCIOC and PSSDC, focused on key priority areas. The PSCIOC, PSSDC and the Joint Councils, in collaboration with the ICCS, exemplify a unique pan-Canadian model of inter-jurisdictional cooperation and collaboration.

Public Sector Service Delivery Council (PSSDC)

The Public Sector Service Delivery Council (PSSDC) focuses on major public sector service delivery issues confronting all levels of government in Canada and is comprised of senior officials of service delivery organizations at the federal and provincial/territorial levels of government, as well as senior municipal representatives via the Municipal Service Delivery Officials (MSDO). The PSSDC supports a research agenda to gain a better understanding of what drives excellence in public service.

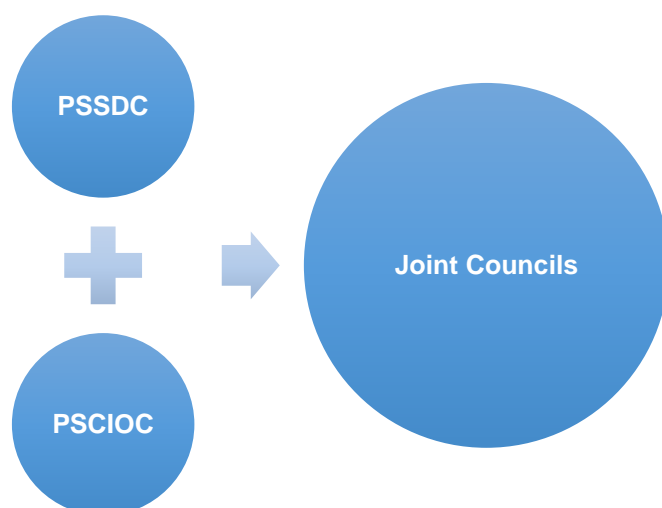
Public Sector Chief Information Officer Council (PSCIOC)

The PSCIOC focuses on pan-Canadian information technology and information management issues and is comprised of the Chief Information Officers of the federal/provincial/territorial governments and senior municipal IT representatives via the Municipal Information Systems Association (MISA). The PSCIOC’s mission is to enable enhanced service to the Canadian public through collaboration across governments and to demonstrate leadership in the management of information technology and cybersecurity.

Joint Councils Operating Principles

(As per Joint Councils Logic Model)

1. **Client Centric** – Ensuring the client is at the centre of everything government does through co-creation.
2. **Trusted and Secure** - Ensuring services are designed to be privacy respecting and citizens are able to trust their information is secure.
3. **Digital by Design** – Building digital first, so that all channels can leverage the digital solution.
4. **Collaboration** – Fostering an environment across levels of government and jurisdictions to enable multidisciplinary teams to deliver client centered services and benefit from the collective experience and knowledge.
5. **Measurable and Managed** - Defining outcomes early and using research and measurement to create the right solutions and enable process improvement.



Joint Councils: Who we are and what we do

Value Proposition: a unique pan-Canadian model of inter-jurisdictional cooperation and collaboration to address issues and identify opportunities to enhance the efficacy of public services to the Canadian public.

Operating Framework



Inform

Communicate knowledge across FPTM jurisdictions.



Share

Jurisdictional information and insights



Collaborate

Foster strong inter-jurisdictional relationships.



Co-Create, Co-Deliver, Innovate

Champion initiatives that influence effective, cost efficient citizen-centred service delivery and maximize collective impact

Governing Principles and Decision Making

Joint Interest

Recognizing common interests, members respect the diversity and independence of each member jurisdiction.

Transparency

Promote open and honest interaction amongst Council members to ensure trust, facilitate collaboration and encourage optimum member involvement.

Policy, Legislation, & Regulation

Meeting the service needs and expectations of Canadians and others served by the public sector is always balanced with government obligations and regulatory requirements.

Build Consensus

Decisions are made on a consensus basis and joint work is founded on the principle of consultation with and the involvement of all members.

Led by Joint Councils Co-Chairs

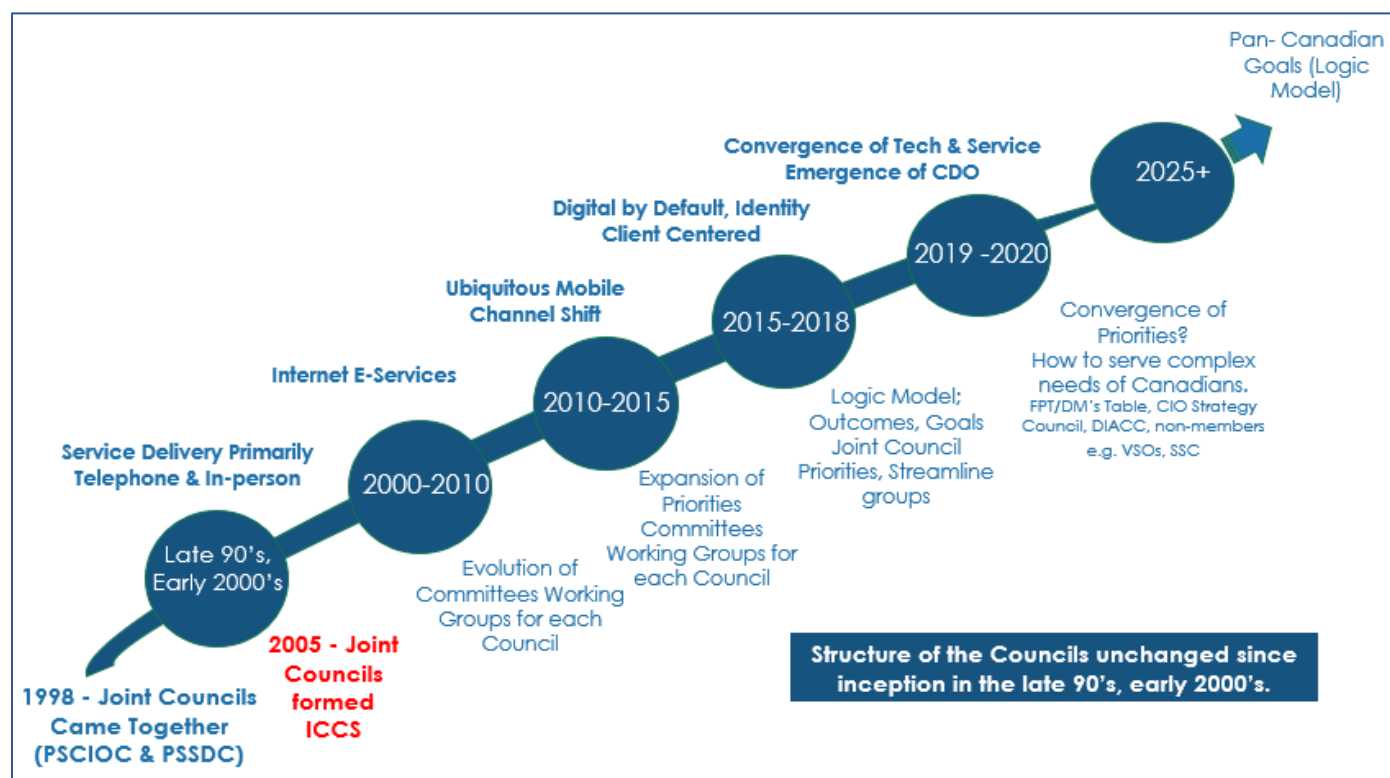
PSSDC Federal
Co-Chair

PSCIOC Federal
Co-Chair

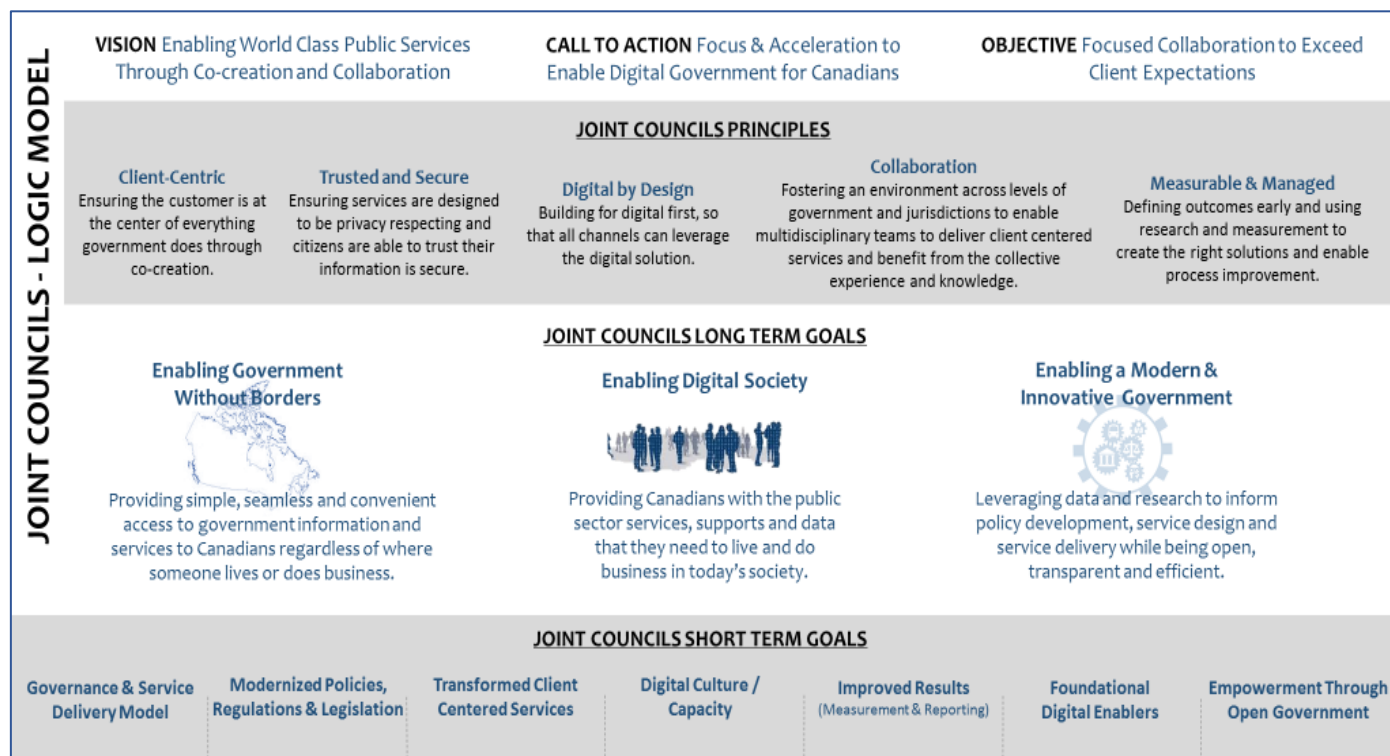
PSSDC P/T
Co-Chair

PSCIOC P/T/M
Co-Chair

Evolution of the Joint Councils



Joint Councils Logic Model (2017)



Working Groups and Communities of Practice

The Joint Councils, PSSDC and PSCIOC oversee several inter-jurisdictional working groups and communities of practice that focus on the Councils' identified priority areas.

Joint Councils

- A multi-jurisdictional information sharing and collaboration forum on open government initiatives, tools and principles

Canada Open Government Working Group



- Designing services in a way that reflects the needs of citizens, not the needs of government

Client Centric Services Working Group



- To improve death registration and notification across Canada

Death Notification Community of Practice



- To provide a mechanism for FPTM jurisdictions to collaborate and learn from each other on the use of Open Source software and approach of working in the open

Open Source Working Group



- Accelerating work to deliver trusted digital identity for Canadians. Digital identity is crucial to transforming government services

Digital Identity Program



- *The SoW for the CCS Design CoP will be developed in early 2021*

Client Centric Services Design CoP



- National forum for the exchange of information relating to ATI/FOI and privacy research, best practices, training, IT products, and other resources

Privacy Sub-Committee



- National forum for sharing of information to have consistent understanding of the General Data Protection Regulation

General Data Protection Regulation (GDPR)



- Responsible for the conduct of research to support the public sector inter-jurisdictional CIO and service delivery

Research Committee



- To share information and experiences, and explore opportunities and challenges in improving public

Service to Business Working Group



- To improve the client experience by leveraging Open Data and advanced data analytics to improve service

Data Driven Intelligence Working Group

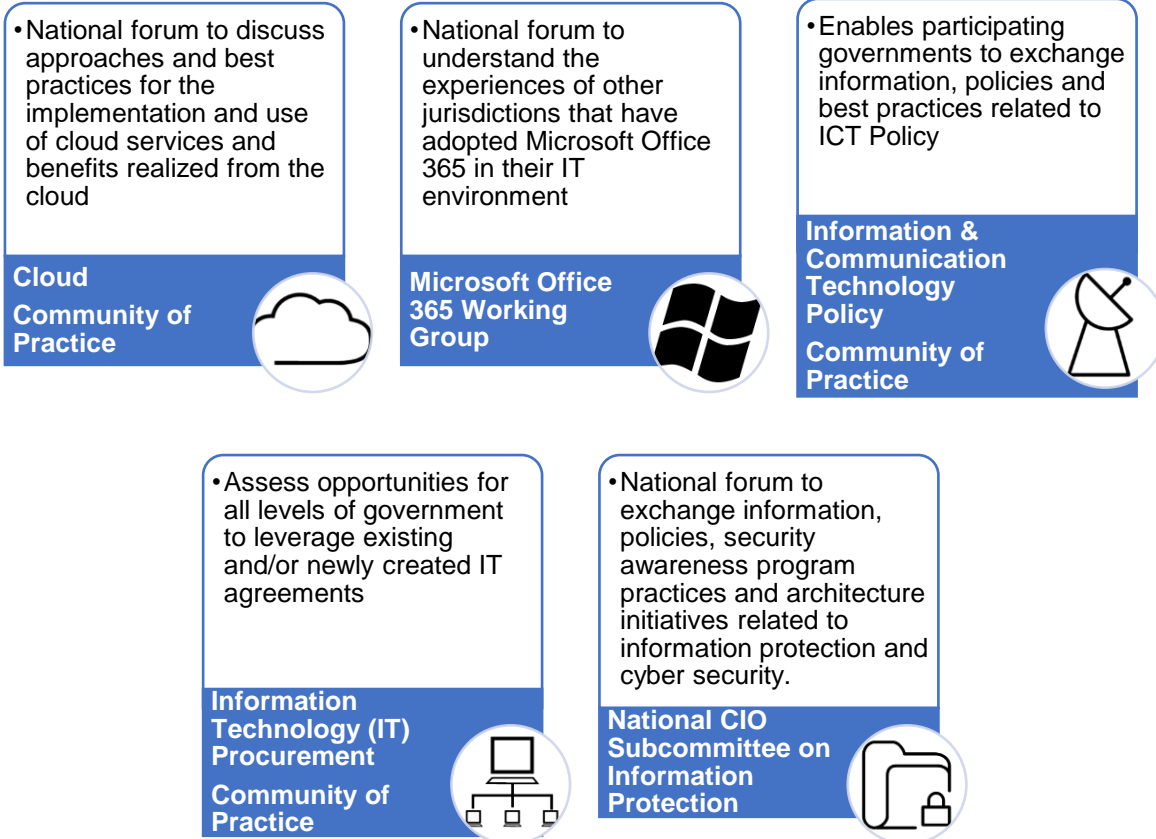


- Responsible for the annual refresh and promotion of the analytics playbook

Analytics Playbook Sub-Group



Public Sector Chief Information Officer Council (PSCIOC)



Public Sector Service Delivery Council (PSSDC)



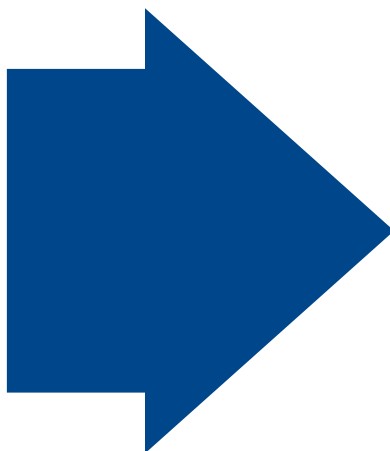
Our Strategic Goals

Our strategic long-term goals at a glance

Vision: Enabling world class public services through co-creation and collaboration.

Call to Action: Focus and acceleration to enable digital government for Canadians.

Objective: Focused collaboration to exceed citizens’ expectations.

| | Our strategic long-term goals | What are we trying to achieve... |
|--|---|--|
|  | Enabling government without borders | Providing simple, seamless and convenient access to government information and services to Canadians regardless of where someone lives or does business. |
| | Enabling Digital Society | Providing Canadians with public sector services, supports and data that they need to live and do business in today’s society. |
| | Enabling a modern and Innovative Government | Leveraging data and research to inform policy development, service design and service delivery while being open transparent and efficient. |



There are some things which are within our control, some which we can influence to a great or less degree and some which are beyond our remit entirely. There are also challenges or barriers to our goals which we aim to identify and manage to the extent that we can. We are conscious of the fluid external environment and that we need to be attentive and responsive to change. Service delivery is a continuous improvement exercise; therefore, we will frequently re-visit our priorities and update our plans whilst consulting with members to ensure that we are best positioned for collective impact.

Our Strategic Priorities

Priority 1: DIGITAL IDENTITY



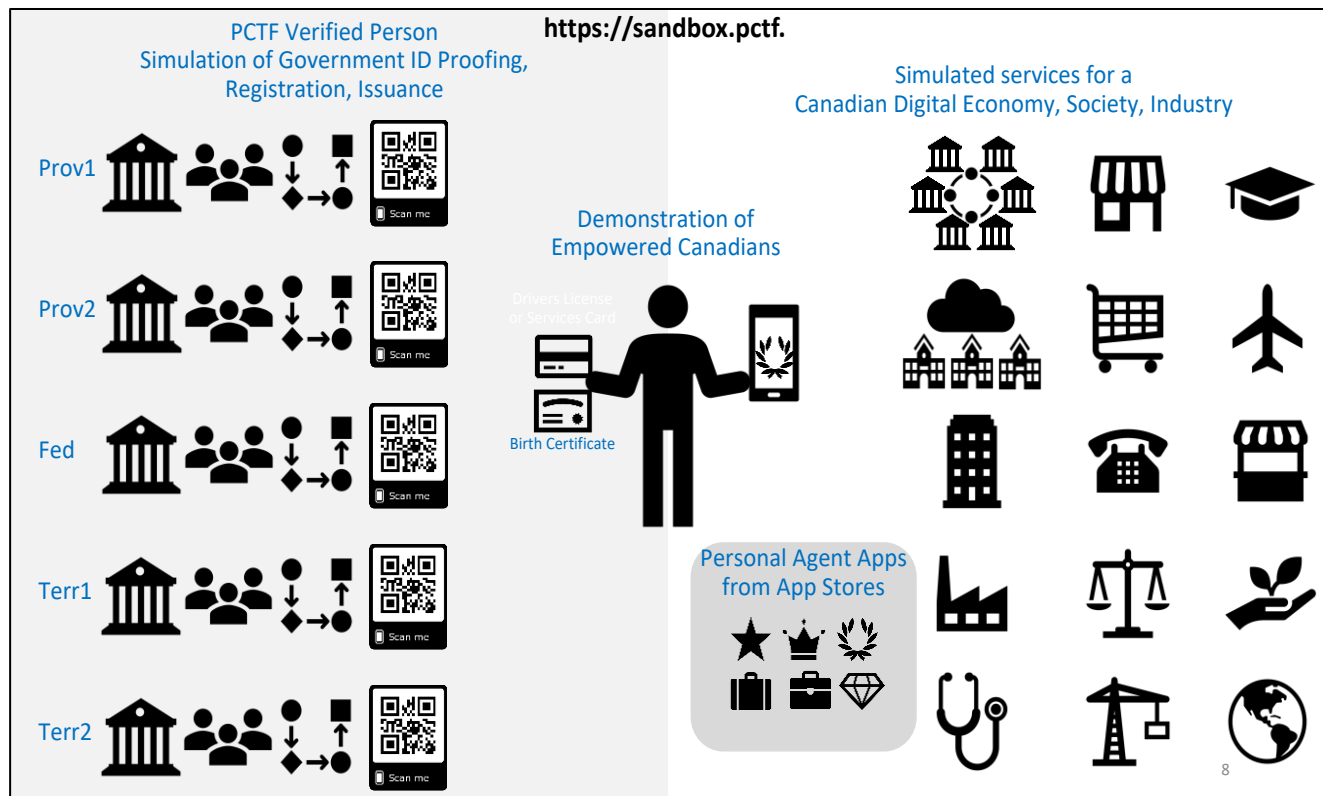
The Joint Councils remain committed to accelerating the work to deliver trusted digital identity for Canadians.

Citizens want quick, convenient access to online programs and services from both public and private sectors and to be assured that their personal information will be collected, use and disclose in accordance not only with the principles of privacy by design, but also in accordance with applicable laws and regulations. Digital identity is crucial to transforming government services.

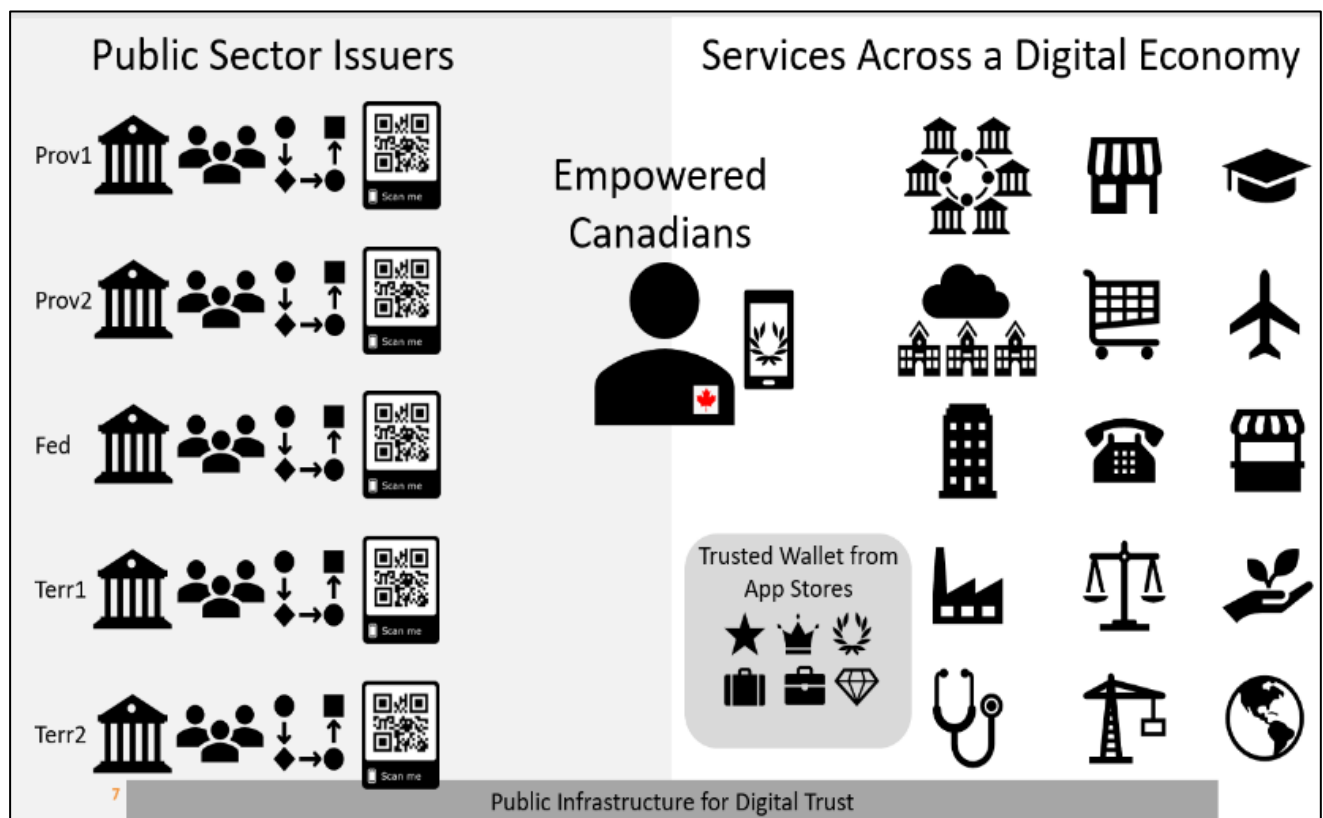
The working groups listed below have identified targeted deliverables supporting the Digital Identity Priority. There are other groups & communities of practice of the Councils that have identified targeted outcomes, these are referenced in the Joint Councils Priorities Map.

| Current State (Mandate) | How Priority Will be Achieved (Workplan) | What Success Looks Like By 2022 (Deliverables) |
|--|---|---|
| Digital Identity Program | | |
| <ul style="list-style-type: none"> Dedicated leadership position for Pan-Canadian Digital Identity Established JEDIs – Jurisdictional Experts on Digital ID as the single point of leadership for each jurisdiction Simplified Joint Councils’ digital identity structures Initiated a workplan aimed at accelerating implementation – building on Pan-Canadian Trust Framework (PCTF) | <ol style="list-style-type: none"> Revise Engagement (Governance): <ul style="list-style-type: none"> Organization of Work: Pivot to implementation of activities Leverage the JEDIs for speed, alignment, interoperability, collaboration DIACC: Develop Letter of Intent between ICCS and DIACC (The JC’s IMSC evolved the Public Sector Profile of the PCTF to a substantial milestone (v1.1.)). Develop a governance model applicable to the public sector aspects of the PCTF. Consistent with shared interest for a single PCTF that determines: <ul style="list-style-type: none"> What is and should remain in the public sector domain what is and should be in the private sector domain Stakeholder engagement: Explore opportunities for collaboration with external partners Making It Real: <ul style="list-style-type: none"> Establish PCTF Shared Experience Sandbox Demonstrations anyone can run <ul style="list-style-type: none"> Validate the potential for undertaking accelerated implementation Single Trust Framework: <ul style="list-style-type: none"> PCTF 1 (digital identity) PCTF 2 (digital trust) | <ol style="list-style-type: none"> Authoritative issuers of digital identity: <ul style="list-style-type: none"> Verified Person (digital equivalent to “government issued identity”) Verified Organization (digital equivalent to “proof of business registration”) Verified Relationships, for example: <ol style="list-style-type: none"> Director or signing officer for an organization Parent-of-child or child-of-elder-parent for health information Providers of digital services (to be distributed from jurisdictions at all levels). Examples of digital services: <ul style="list-style-type: none"> Assistance for individuals, families, businesses Safe return to workplace or schools Immunizations, etc. Provider of critically needed public infrastructure for digital trust must: <ul style="list-style-type: none"> Be in place to enable digital services to verify who issued the digital identity that individuals provide Not disrupt program governance or authorities Have very limited scope of function Be a new kind of “dial tone” but for digital identity-trust |

Establish PCTF Shared Experience Sandbox



Public Infrastructure for Digital Trust

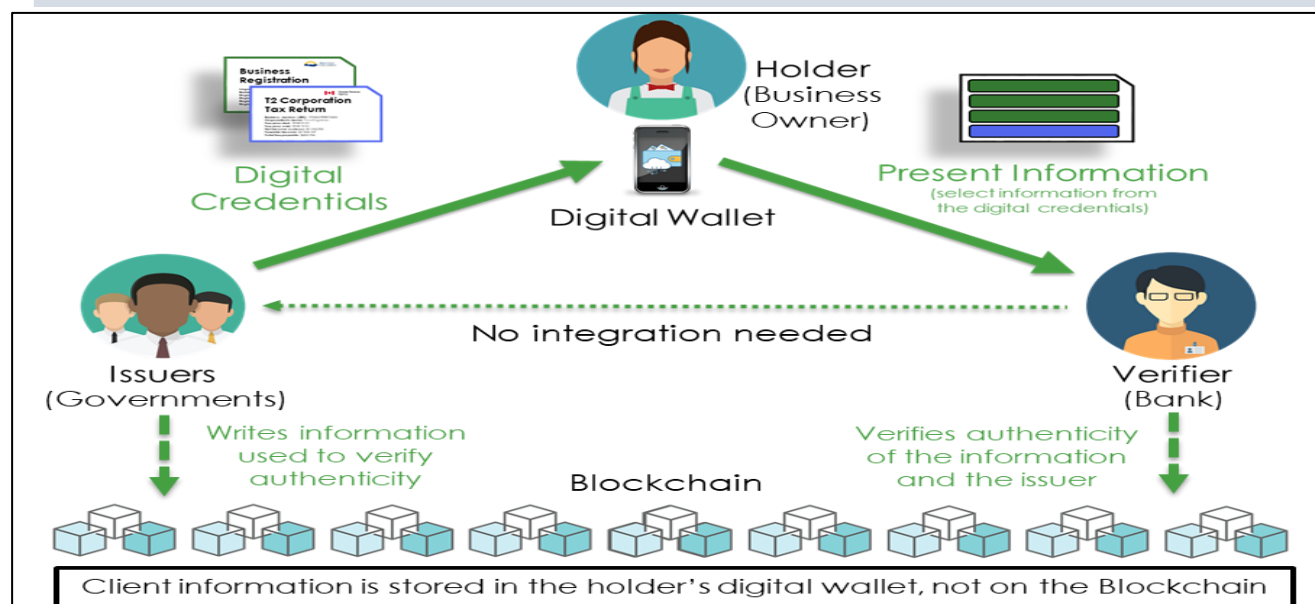


| Current State (Mandate) | How Priority Will be Achieved (Workplan) | What Success Looks Like By 2022 (Deliverables) |
|--|--|---|
| Service to Business Working Group | | |
| <ul style="list-style-type: none"> • Sharing of information / experiences and exploring opportunities and challenges in improving public sector service delivery for business clients. • Digital Identity for Business is the top priority, as it is foundational to improving services to business. • Serve as a vehicle of inter-jurisdictional collaboration to support tangible initiatives and gain better understanding and provide recommendations on Pan-Canadian approaches for digital services to business. | <ul style="list-style-type: none"> • Initiative: Business Banking Digital Credentials Pilot: To leverage government-issued documents, in the form of digital credentials, to conduct banking transactions. This has the potential to increase the percentage of bank accounts that can be opened digitally, from 10% to 80%. <p>Objective:</p> <ol style="list-style-type: none"> 1. Enables jurisdictions to partner with others on tangible initiatives 2. Enables working group to gain better understanding and make recommendations to JC on approaches for digital services to business <ul style="list-style-type: none"> ○ Incorporating individuals from the pilot provides the S2B working group with the ability to understand and make recommendations on Pan-Canadian approaches for digital credentials 3. Enables working group to inform approaches for other priorities of JC <ul style="list-style-type: none"> ○ Leveraging digital identity as digital credentials enables the working group to inform the Digital Identity priority. <p>Initiative: National Digital Trust Service Proof of Concept</p> <p>Objective: Prototype and test a centralized service for making it easy for regulators and businesses to issue and verify digital credentials</p> <ul style="list-style-type: none"> - Benefits: Informs the establishment of the National Digital Trust Service - Partners: <ul style="list-style-type: none"> • Province of BC • Province of Alberta • ISED • Consortium of Banks • ATB Financial | <ul style="list-style-type: none"> • Initiative: Business Banking Digital Credentials Pilot: Leveraging digital identity as digital credentials enables the working group to inform the Digital Identity priority. • Initiative: National Digital Trust Service Proof of Concept <p>- Timelines:</p> <ul style="list-style-type: none"> • <u>Short term</u> (2020-21): Establish the prototype for the National Digital Trust Service • <u>Medium term</u> (2021-22): Test the National Digital Trust Service with participants and their use cases, improving the service based on feedback and results |

Initiative: Business Banking Digital Credentials Pilot

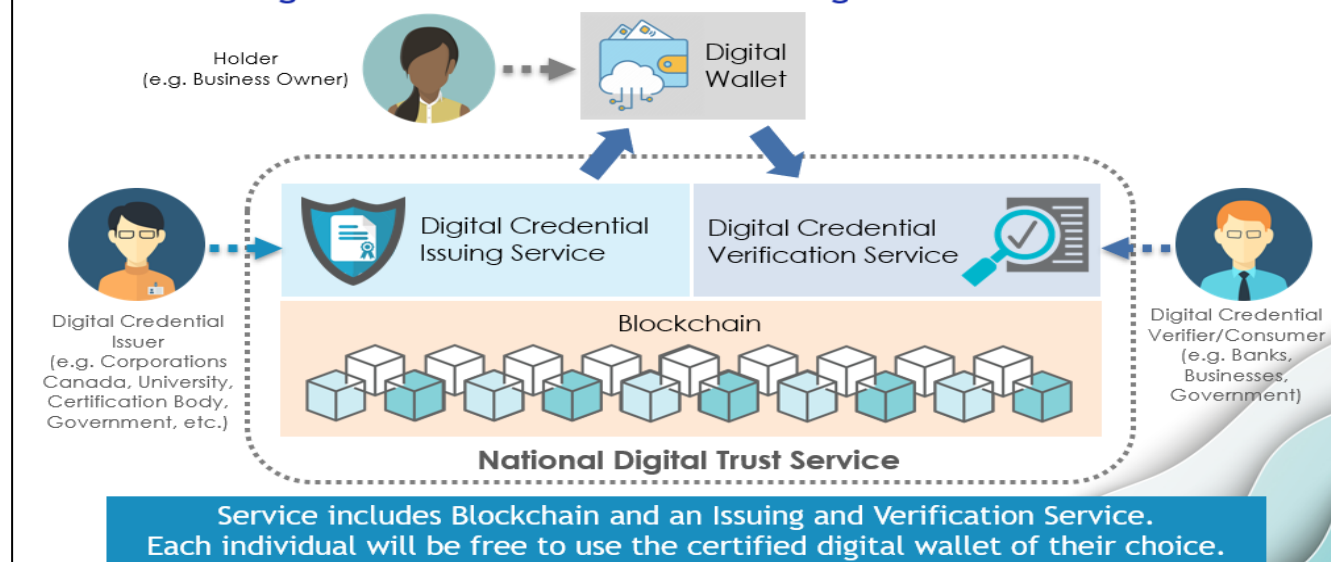
The Story:

Sasha, a small business owner, chooses to incorporate her new business federally. After **creating her corporation** online, she **receives credentials** in her **digital wallet**. With these, she opens a business bank account, where her business and personal information is **verified digitally**, without ever having to walk into a branch.



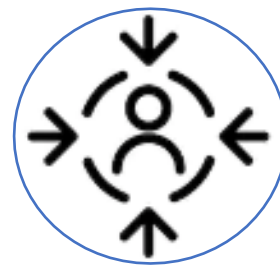
Initiative: National Digital Trust Service Proof of Concept

High-level View of the National Digital Trust Service



Priority 2:

CLIENT CENTRIC SERVICES



Client Centric Services is about designing services in a way that reflects the needs of citizens, not the needs of government.

The working groups listed below have identified targeted deliverables supporting the Client Centric Services Priority. There are other groups & communities of practice of the Councils that have identified targeted outcomes, these are referenced in the Joint Councils Priorities Map.

| Current State (Mandate) | How Priority Will be Achieved (Workplan) | What Success Looks Like By 2022 (Deliverables) |
|--|--|---|
| Client Centric Services Working Group | | |
| <ul style="list-style-type: none"> Across Canada government leaders at all levels recognize the importance of continuously improving the quality of the services they provide. Evolving public expectations for seamless services that transcend program, organizational and jurisdictional boundaries and highlight the need for intergovernmental solutions. FPTM governments working together to modernize public sector service delivery. | <ul style="list-style-type: none"> CCS WG developed an Inter-Jurisdictional Maturity Model & User Guide (fall 2019) Developing an Interjurisdictional Maturity Model Digital Tool: (Feb 2021) <ul style="list-style-type: none"> Create accessible, evergreen, digital version of Maturity Model and User Guide Confirm options for making digital tool available across jurisdictions Working with ICCS to build digital tool of maturity model and User Guide. Build awareness and broader distribution of digital tool. (Beyond Feb 2021) | <p><u>To be completed in early 2021:</u></p> <ul style="list-style-type: none"> Accessible, evergreen, digital version of Maturity Model and User Guide (available February 2021). <p><i>The CCS WG will be sunset once this deliverable is completed.</i></p> <p><u>NOTE:</u> A new CCS Design / Experience Community of Practice will be created in early 2021.</p> |
| Current State (Mandate) | How Priority Will be Achieved (Workplan) | What Success Looks Like By 2022 (Deliverables) |
| Data Driven Intelligence Working Group & Analytics Playbook Sub-Group | | |
| <p>Explore issues impacting the ability of governments to improve the client experience. This includes:</p> <ul style="list-style-type: none"> Exploring the current state of public acceptance for the use of data to improve services within and across levels of government Exploring the existing rules framework and | <ul style="list-style-type: none"> Annual refresh of the Analytics Playbook to include new use cases. Continue implementation of Analytics Playbook engagement strategy to promote awareness and use across all jurisdictions. Continue to advance awareness, and collaborative use of e-Vulnerability Index by additional jurisdictions. | <p><u>Research project proposal</u> Exploring the current context of public acceptance for the use of data to improve services within and across levels of government.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> Environmental scan Literature review Analysis and application to Canadian context |

| <p>developing recommendations to address key Joint Councils priorities.</p> <ul style="list-style-type: none"> ○ Act as an enabler and catalyst for the use of data within and across levels of government in order to gain insights into client needs and develop practical solutions. <p>Leveraging Open Data and advanced data analytics to improve service delivery, for example, by maintaining and evergreen Analytics Playbook.</p> <p>The Analytics Playbook Sub-Group is responsible for the annual refresh of the Analytics Playbook</p> | <ul style="list-style-type: none"> • Research project proposal • Exploring the current context of public acceptance for the use of data to improve services within and across levels of government. • Leverage other working groups of the Joint Councils to address the priorities of the DDI WG such as the Canada Open Government Working Group and the Privacy Sub-Committee. | <ul style="list-style-type: none"> • Phase 1 report with recommendations <p><u>Analytics Playbook</u> Annual refresh to be completed in 2021.</p> |
|--|---|---|
| Current State (Mandate) | How Priority Will be Achieved (Workplan) | What Success Looks Like By 2022 (Deliverables) |
| Death Notification Community of Practice | | |
| <p>The DN Community of Practice is an information-sharing forum that provides an opportunity to discuss and exchange information in support of the development and continuous improvement of death registration and notification in Canada.</p> <p>The Community of Practice will:</p> <ul style="list-style-type: none"> • Provide a multi-jurisdictional channel for information sharing and discussions. • Foster fact-finding, open and collaborative work while respecting the diversity of operational, technological and legal frameworks. • Aim to identify opportunities for strategic alignment, innovation and long-term sustainability. • Aim to mitigate the possibility of competing objectives and strategies between jurisdictions. | <p>Members will share, discuss and collaborate on topics related to death registrations and notifications such as, but not limited to:</p> <ul style="list-style-type: none"> • Research and analysis results, trends and gaps; • Lessons learned, best practices and next practices; • Data standards, technology and interoperability; • Risk Management; • Identity Management; • Blueprints, roadmaps, ongoing and upcoming initiatives and projects; • Opportunities for strategic alignment and planning; and • Opportunities for new partnerships. | <p>The information shared will support the achievement of the following objectives:</p> <ul style="list-style-type: none"> • To increase efficiencies and improve service times in the registration of death notices in Canada; • To facilitate rapid national access to death notifications for eligible federal, provincial and territorial organizations as well as other entities; and • To improve client service experience for the reporting of deaths. |

Priority 3: RESEARCH & STRATEGIC INTELLIGENCE



Digital Government requires more than incremental changes to address current and forthcoming challenges, implies reconfiguring the responsibilities of different levels of government and how they intersect and coordinate - essentially rethinking the architecture of government, especially governance and leadership.

Research: findings and results that will enable the PSSDC and PSCIOC members to design and implement their service improvement strategies. This should be informed by a huge program of forward-thinking research that will inform strategic plans and priorities.

Strategic / Collective Intelligence:

- ❖ **Foresight:** the ability to understand national and international trends that present opportunities for service improvement;
- ❖ **Visioning:** the ability to conceptualize action plans based on foresight and create a process to engage others;
- ❖ **System Thinking:** the ability to perceive, synthesize, and integrate elements that function as a whole to achieve a common purpose.
- ❖ **Motivating:** the ability to motivate different people to work together to implement a common vision.
- ❖ **Partnering:** the ability to develop strategic alliances and network to advance priorities and realize outcomes, particularly at a federal, provincial, territorial and municipal level. The potential of collective impact by working interjurisdictionally with a common purpose.

The working groups listed below have identified targeted deliverables supporting the Research and Strategic Intelligence Priority. There are other groups & communities of practice of the Councils that have identified targeted outcomes, these are referenced in the Joint Councils Priorities Map.

| Current State (Mandate) | How Priority Will be Achieved (Workplan) | What Success Looks Like By 2022 (Deliverables) |
|---|--|--|
| Research Working Group | | |
| The Research Committee is responsible for the conduct of research, under the guidance of the Joint Councils, to support the public sector inter-jurisdictional CIO and service delivery communities. | <p>The Research Committee submits periodic reports to the Joint Councils on the progress of its work as required and directs and oversee a range of research activities to advance its research agenda.</p> <p>The Research Committee communicates and disseminate research findings and products to the Joint Councils and the broader public sector, this include:</p> <ul style="list-style-type: none"> • Daily Newsletter • Monthly Research Executive Reports • Public Research Repository • Bi-annual Jurisdictional Information sharing Analysis for PSSDC & PSCIOC • Jurisdictional scans and analysis or results, as requested • Provide insights to the Joint Councils on specific topics of interest | <p>Deliverables / Products:</p> <ul style="list-style-type: none"> • Daily Newsletter • Monthly Research Executive Reports • Public Research Repository • Bi-annual Jurisdictional Information sharing Analysis for PSSDC & PSCIOC • Jurisdictional scans and analysis or results, as requested • Reporting on national and international trends related to the work of the CIO and service delivery communities • Provide insights to the Joint Councils on specific topics of interest • Support development of bi-annual Joint Councils Strategic Plan |

| Current State (Mandate) | How Priority Will be Achieved (Workplan) | What Success Looks Like By 2022 (Deliverables) |
|--|--|--|
| Canada Open Government Working Group | | |
| <ul style="list-style-type: none"> Canada Open Government Working Group is a forum for multi-jurisdictional information sharing and collaboration on open government initiatives, tools and principles, including those on common open data, open information and public engagement across jurisdictions. Contributes to Canada's participation on the Open Government Partnership and supports domestic open government fora (e.g. Canadian Open Data Summit) to facilitate the sharing of best practices and increase the impact of open government. Shares, enhances and develops common tools, platforms, practices, and policies to help increase the availability of their data and information to Canadians. | <p>Workplan 2021</p> <ol style="list-style-type: none"> Develop good practices on open data and COVID-19 Actionable: create a lessons-learned document on the prioritization and release of open data during COVID-19 with the input of the government of Canada and governments of provinces and territories. Develop recommendations for the future. Lead: Government of Canada with support of Provinces and Territories Building open data ecosystems Actionable: create good practices document on the development of horizontal open data ecosystems, such as urban planning data, based on Quebec's experience with its Action Plan on Open Government. Lead: Government of Quebec with support from Government of Canada Actionable: Share experience on data visualization tools with COGWG members Lead: Government of Ontario with support from Government of Canada User-centered data portal Actionable: Translate UX in CKAN code Lead: Government of Canada with support of CKAN Working Group Members Actionable: Continue the federation of geospatial data Lead: Government of Canada with support from New Brunswick and Yukon Action: Continue open data standardization Lead: Government of Canada with support from provinces and territories | <p>Deliverables:</p> <p>Develop good practices on open data and COVID-19</p> <ul style="list-style-type: none"> Actionable: create a lessons-learned document on the prioritization and release of open data during COVID-19 with the input of the government of Canada and governments of provinces and territories. Develop recommendations for the future. Building open data ecosystems Actionable: create good practices document on the development of horizontal open data ecosystems, such as urban planning data, based on Quebec's experience with its Action Plan on Open Government. Actionable: Share experience on data visualization tools with COGWG members User-centered data portal Actionable: Translate UX in CKAN code Actionable: Continue the federation of geospatial data Action: Continue open data standardization |

| Current State (Mandate) | How Priority Will be Achieved (Workplan) | What Success Looks Like By 2022 (Deliverables) |
|--|---|--|
| Open Source Working Group | | |
| <ul style="list-style-type: none"> Open Source Working Group provides a mechanism for federal, provincial, territorial and municipal jurisdictions to collaborate and learn from each other on the use of open source software and its approach to working in the open. Provides key basic knowledge around the use of open source software to the Joint Councils. Identify how to work together in the open and come up with a joint ownership model of open source software projects where multiple public administrations can participate. | <p>Rules: Policies</p> <ul style="list-style-type: none"> Identify internal policy and legal constraints Evaluation of inter-jurisdictional open source and associated repository Template policy for publishing government source code as open source Requirements list for evaluating open source products for use, as applications or elements of software development Example of open source license for government-published open source software <p>Rules: Governance</p> <ul style="list-style-type: none"> Identify internal governance constraints Provide governance framework guidance Interjurisdictional IP ownership and governance framework <p>Tools: DevOps</p> <ul style="list-style-type: none"> Establish list of recommended dev and ops tools <p>Tools: Security</p> <ul style="list-style-type: none"> Establish list of recommended security tools and frameworks and share security certifications/accreditations <p>Tools: Catalogue</p> <ul style="list-style-type: none"> Curated catalogue of Open Source applications, tools, frameworks, etc. commonly used in government, with references to usages, expertise, etc. Curated catalogue of Open Source applications, tools, frameworks, etc. that can improve citizen experience / digitalization within and across jurisdictions <p>Tools: Collaboration</p> <ul style="list-style-type: none"> Setup interjurisdictional source code collaboration platform Setup interjurisdictional forum/developer community/knowledge base platform <p>People: Knowledge</p> <ul style="list-style-type: none"> Build Software 101 material Build Open Source Software 101 material <p>People: Awareness</p> <p>Build communication material</p> | <p>Open Source Working Group get its work underway in early 2021. The expected deliverables are as detailed in workplan:</p> <ul style="list-style-type: none"> Rules: Policies Rules: Governance Tools: DevOps Tools: Security Tools: Catalogue Tools: Collaboration People: Knowledge People: Awareness |

Joint Councils (PSSDC & PSCIOC) Strategic Plan Priorities Map (2021-2022)

Note: Each priority is labelled A, B, or C. The priority that a group supports is identified below. A working group (WG) can support one or more priority.

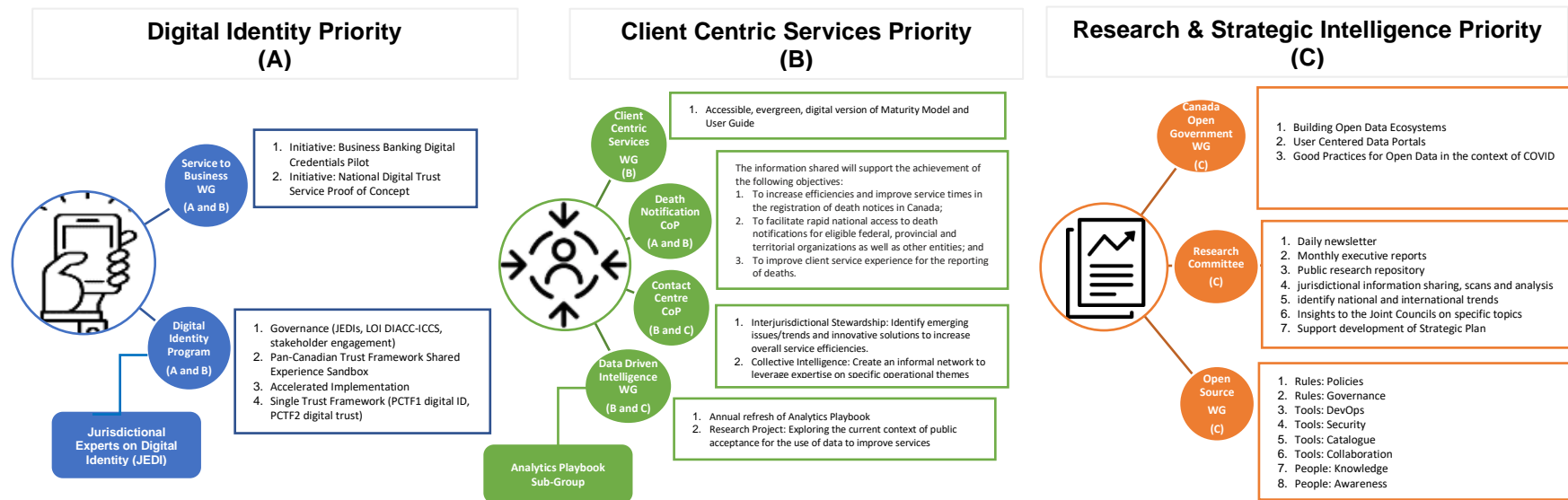
Section 1 highlights the working groups with targeted DELIVERABLES within the next two years that support priority A, B, and/or C.

Section 2 highlights other groups & communities of practice of the Councils that have identified targeted OUTCOMES.

Section 1

1

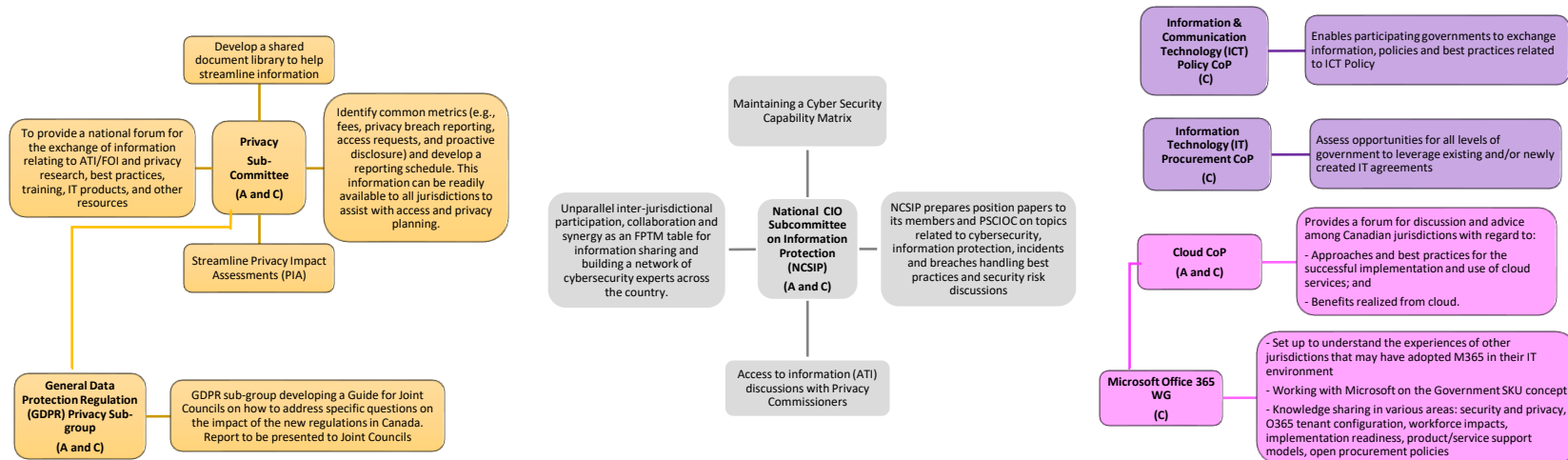
Strategic Plan
Priorities:
Targeted
Deliverables



Section 2

2

Targeted
Outcomes by
Other Working
Groups &
Communities of
Practice (CoPs)



Your feedback

We welcome your feedback on how we can best achieve our strategic goals and priorities as set out in the Joint Councils' Strategic Plan. If you would like to provide us with any comments, please contact the ICCS Secretariat.

Find out more

ï Visit members' only website at: members.citizenfirst.ca

ï Contact ICCS Secretariat:

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Citizen
F1RST

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