

# JOINT COUNCILS VIRTUAL MEETING

September 22<sup>nd</sup>, 2020

## Record of Decision v3

### Attendance

#### CO-CHAIRS:

Catherine Bennett  
Mark Burns

ESDC/Service Canada – PSSDC  
Yukon – PSSDC

Denis Skinner  
Tracy Wood

Treasury Board of Canada Secretariat – PSCIOC  
Prince Edward Island – PSCIOC

#### PSCIOC MEMBERS:

Kathryn Bulko  
Dafna Carr  
Natasha Clarke  
Dave Heffernan  
Stuart Hendrie  
Sean McLeish  
Ted Hickey  
CJ Ritchie  
Marty Robinson  
Pierre E. Rodrigue  
Bonnie Schmidt  
Rick Wind  
Munna Zaman

MISA (City of Toronto)  
Ontario  
Nova Scotia  
Newfoundland and Labrador  
MISA (Niagara Region)  
Yukon  
Nunavut  
British Columbia  
MISA (City of Medicine Hat)  
Québec  
Saskatchewan  
Northwest Territories  
Manitoba

#### PSSDC MEMBERS:

Mark Arsenault  
Dennis Batacan  
Deb Bergey  
Shelley Darlington  
Shifra Desjardins-Arsenault  
Bev Dicks  
Alan Doody  
Elizabeth Douglas  
Susan Erwin  
Mitch Freeman  
Rachel Gaudreau  
Mark Healy  
Gillian Latham  
Christian Laverdure  
Alanna MacDougall  
Linda Maljan  
Raymond Martin  
Rene Nand  
Kim Newman  
Adriana Poveda  
Sonya Read  
Chantal Ritcey  
Vidya ShankarNarayan  
Jackie Stankey  
Silvano Tocchi  
Danielle White

Prince Edward Island  
Manitoba  
MSDO (Region of Waterloo)  
MSDO (Norfolk County)  
Québec  
British Columbia  
Newfoundland and Labrador  
Veterans Affairs Canada  
Ontario  
Veterans Affairs Canada  
Québec  
Newfoundland and Labrador  
Nova Scotia  
Immigration and Refugee Board of Canada  
Immigration, Refugees and Citizenship Canada  
Northwest Territories  
Public Services and Procurement Canada  
MSDO (Region of Peel)  
New Brunswick  
British Columbia  
Treasury Board of Canada Secretariat  
Alberta  
Innovation, Science and Economic Development  
Alberta  
Canada Revenue Agency  
Indigenous Services Canada

# PSCIOC / PSSDC / JOINT COUNCILS OBSERVERS & PRESENTERS:

Tareq Al-Shumari	Ontario	Sophia Howse	British Columbia
Wendy Birkinshaw Malo	ESDC/Service Canada	Patrick Lagioia	Treasury Board of Canada Secretariat
Danielle Bourgon	Treasury Board of Canada Secretariat	Christine Lau	ESDC/Service Canada
Alex Bourque	Treasury Board of Canada Secretariat	Mark Levene	Treasury Board of Canada Secretariat
Assia Chihab	Treasury Board of Canada Secretariat	Melissa MacDonald	Prince Edward Island
Richard Dalpé	Treasury Board of Canada Secretariat	Margo McCarthy	ESDC/Service Canada
Teresa D'Andrea	Treasury Board of Canada Secretariat	Aeda Naami	Ontario
Robert Devries	Ontario	Dawn Pilgrim	Ontario
Jason Doiron	Northwest Territories	Cosanna Preston-Idedia	Saskatchewan
Keith Douglass	New Brunswick	Oliver Samson	Québec
Roy Egbuna	Nunavut	Louise Simos	Ontario
Cathy Evans	Immigration, Refugees and Citizenship Canada	Pirthipal Singh	Innovation, Science and Economic Development
Christina Haché	ESDC/Service Canada	Dan Batista	ICCS Executive Director
Elky Hanlon	Nova Scotia	Peter Watkins	Pan-Canadian Digital ID Program Executive
Zelko Holjevac	Ontario	Sophia Jesow	Joint Council's Research Analyst
		Linda Robins	ICCS

## ICCS Secretariat:

Maria Luisa Willan                      Stefania Silisteanu

Item	Topic / Discussion	Decision / Action
	Welcome remarks by Mark Burns, PSSDC Co-Chair, on behalf of the Co-Chairs followed by roll call.	
1.	<p><b><u>ADMINISTRATIVE MATTERS:</u></b></p> <p><b>A) Approval of Record of Decision from February 26<sup>th</sup> and 27<sup>th</sup>, 2020, in-person Joint Councils meeting in Toronto.</b> Record of Decision of Joint Councils' meeting of February 26<sup>th</sup> and 27<sup>th</sup>, 2020 approved, without changes.</p> <p><b>B) Acceptance of September 22<sup>nd</sup>, 2020 Joint Councils Agenda.</b> Joint Councils' meeting agenda of September 22<sup>nd</sup>, 2020 approved. No comments or questions raised.</p> <p><b>C) Joint Councils Action Items</b> Mark Burns, PSSDC Co-Chair, noted that action items are included for members' review.</p> <p><b>D) Joint Councils Bring Forward Agenda</b> Mark Burns noted that the Bring Forward Agenda is provided for members' information.</p> <p>Maria Luisa Willan, Director of National Councils, ICCS, stated that the Bring Forward Agenda and the Action Items list will be updated accordingly after this meeting.</p>	<p><b><u>Decision #1:</u></b> Record of Decision of February 26<sup>th</sup> and 27<sup>th</sup> 2020 Joint Councils' meeting in Toronto approved without changes.</p> <p><b><u>Decision #2:</u></b> Agenda of September 22<sup>nd</sup>, 2020 meeting approved without changes.</p>
2	<p><b><u>TRANSFORMING GOVERNMENT POST-COVID 19</u></b></p> <p>Bill Eggers, Executive Director of Deloitte's Centre for Government Insights, USA gave a presentation on Transforming Government post-COVID 19: "Respond, Recover, and Thrive: Transforming Government Post COVID-19".</p> <p>Bill Eggers stated that all organizations and industries have habits, beliefs and practices about "how we do things around here". These are orthodoxies. Orthodoxies are pervasive beliefs that often go unstated and unchallenged – they shape behaviour, choice and strategy and create blind spots. Challenging existing orthodoxies or flipping them can help you identify new opportunities.</p>	<p><b><u>Action Item #1:</u></b> ICCS to share presentation deck by Bill Eggers with members.</p> <p><i>(Action Item completed, the ICCS shared a copy of the presentation on September 29<sup>th</sup>)</i></p>

In his studies, he looked at the traditional orthodoxies in government. These orthodoxies have been challenged by COVID-19. Governments are reopening in a different environment and need to adapt to the new reality. COVID-19 is forcing government to provide public services differently. The new COVID-19 reality: Governments need to act quickly and adjust rapidly to the feedback.

**Orthodoxy:** “Line-of-sight” supervision is essential.

**New orthodoxy:** Location liberation: intentionally hybrid workplaces where work is done wherever it is done best

**Orthodoxy:** A personalized customer experience requires a “human touch”

**New orthodoxy:** Digital technology can provide more accessible and personalized service

**Orthodoxy:** Most government services must be delivered in person

**New orthodoxy:** Very few services require in-person delivery

**Orthodoxy:** A physical presence is needed to authenticate identity

**New orthodoxy:** Digital ID is becoming the new passport (many countries accelerated the migration to Digital ID), this is one of the top trends starting from last year with a massive acceleration this year.

**Orthodoxy:** Governments need to manage demand for their services reactively

**New orthodoxy:** Governments anticipate citizen needs (one of the biggest trends that we start to see in governments is using predictive analytics and automation to anticipate the citizen needs, with numerous examples during COVID-19)

Coping with the COVID-19 challenges of today and thriving in tomorrow's disruptive environment calls for enhanced capabilities in three areas, the governments need to look for: Foresight, Agility and Resilience.

Also critical to government transformation is a much better understanding of drivers of behaviour and design interventions to change behaviours. Mastering the people side of government transformation:

- Human-proofing change – Overcoming the limits of human cognition
- Tapping into what really motivates people
- Unlocking insights into employee behaviours using customer experience
- Transparency as an enabler of change.

#### **Members' Discussion:**

- Denis Skinner, PSCIO Co-Chair, (TBS), inquired on where international leaders that are ahead of the game are investing now, does that give to other governments that are not as advanced enough time to leap frog and catch up instead of following a steady course?

Bill Eggers responded that pre-COVID numerous investments were made in Cyber Security, AI and analytics, cloud. What is seen here now are big investments in digitization. What is most interesting is that in previous periods of recessions when governments budgets went down, often times they seen slow down in IT spending and that takes a number of years for that level of investment to go back and this hurts the progress in e-Government. In this case, digital being an important channel of delivery, is an area where there have been recent heavy investments. The next stage in digital transformation is different, first wave was *eGovernment area*, second wave was what we seen in last 7-8 years, *doing digital*. Now we are moving into the third big wave: *Being digital or Smart digitization*, embedding AI and cloud and others into it, it is about innovating in the whole delivery models, using digital and focusing on the back office too. It is important to bring these baskets of technologies together to transform how governments operate and how services are delivered to citizens.

	<ul style="list-style-type: none"> <li>Paul Wagner, Interim Chief Technology Officer, (TBS), inquired about talent mobilization, it is sort of transitional in nature of the jobs that are coming up. When looking at the federal government, it has the resources to do based on priority (e.g. Digital ID, Canadian benefits). He inquired on how other governments allow for talent mobility in a model where you got vertical accountability (whether is provinces that have accountability and got resources that deliver mandates that are provincial or federal departments that have mandates to deliver up to their Deputy Ministers). When they try to create something horizontal, they wouldn't need to create a new team to deliver a Digital ID framework. Are there any best practices to mobilize those resources to achieve an outcome and potentially going back to their departments and carry on delivering those vertical mandates but having contributed to the horizontal outcome.</li> </ul> <p>Bill Eggers responded that historically it's the intelligence community in the military that has been doing that for decades. Governments have struggled with doing that outside of the military intelligence community, from the stand points of statutes and getting all the systems together. One of the best examples is that you have the digital service groups around the world that are doing a great job, it has proven to be very successful. It seems that for the federal government the major barrier is the congressional authorization and committees and how that all works and people are doubtful on how that would work as well.</p> <ul style="list-style-type: none"> <li>Sophia Howse (BC) inquired if part of the research on citizens moving to digital channels include research on accessibility, particularly around mobile devices.</li> </ul> <p>Bill Eggers responded that there is great work related to benefit programs. Key things to keep in mind:</p> <ol style="list-style-type: none"> <li>1. Adoption of some sort of smart phone is high in Canada and USA</li> <li>2. People when they have smart phones are better at utilizing them</li> <li>3. <i>Code for America</i> is now in Canada. He highly recommended the Code for America with people working on simplifying applications (for example from 50-page to 2-page)</li> </ol> <ul style="list-style-type: none"> <li>Bev Dicks (BC) stated that there is a trend on moving to virtual but also as a government service provider need to be mindful of vulnerable populations, for example people in rural areas are struggling. There are major challenges to moving to any kind of focused virtual services without any other channels being available, especially in-person service.</li> </ul> <p>Bill Eggers responded that numerous in-person services have been closed. The key factor is Human Centre Design; having a much better understanding of the citizen journey, important not to make assumptions, and what you need to do to get the digital adoption up. It is a process of talking to people and understanding their journey and who the real persona is. Need to have a better sense of the problem to design the right solution.</p> <ul style="list-style-type: none"> <li>Tracy Wood thanked Bill Eggers for his time and presentation.</li> </ul> <p>Members requested a copy of the presentation deck.</p>	
3	<p><b><u>JOINT COUNCILS STRATEGIC DIRECTION (Refer to TAB 3A)</u></b></p> <p>Maria Luisa Willan gave a presentation on the Joint Councils' Strategic Direction. The objective of the presentation was to:</p> <ul style="list-style-type: none"> <li><b>Reconfirm Joint Councils' priorities: Digital ID &amp; Client Centric Services</b> as per discussion and decision at the February 2020 meeting. However, following the February meeting some work had to be put on hold as jurisdictional priorities shifted due to COVID-19 pandemic since March 2020. ML noted that Peter Watkins will provide a progress report on the work of the Digital Identity Program at this meeting.</li> </ul>	<p><b>Action Item #2A:</b></p> <p>PSSDC agreed to undertake the following activities and report back to Joint Councils: 1. PSSDC to discuss and provide recommendations on specific areas of focus related to client centric services / client</p>

<ul style="list-style-type: none"> <li>• <b>Proposal to define and scope the Client Centric Services priority</b> – Maria Luisa advised that at the PSSDC meeting of September 3rd, members agreed to undertake the following activities and report back to the Joint Councils: a) PSSDC to discuss and provide recommendations on specific areas of focus related to client centric services / client experience, b) PSSDC to provide recommendations on how to leverage research and working groups of the Councils to better understand clients' needs and expectations, and c) PSSDC to report back to the Joint Councils at an upcoming meeting for further discussion and next steps.</li> <li>• <b>Discussion on PSCIOC &amp; PSSDC emerging priorities (COVID-19 and beyond)</b> – Maria Luisa provided an overview of common jurisdictional priorities for both PSSDC and PSCIOC based on the jurisdictional information sharing provided for the September meeting. ML noted the importance of leveraging this jurisdictional information to better inform Councils' current priorities and to identify emerging priorities going forward.</li> <li>• <b>Develop a Joint Councils' Strategic Plan</b> that will identify clear goals based on current priorities and informed by working group workplans that would allow the Councils to stay focuses and measure progress in achieving priority objectives. The Strategic Plan would be developed in fall 2020 by the ICCS Secretariat with JC Co-Chairs and Research Analyst.</li> <li>• <b>Leveraging External Relationships to advance Joint Councils' priorities</b></li> </ul> <p>Maria Luisa advised that on September 3<sup>rd</sup>, PSSDS members approved for the Service to Business (S2B) Working Group to move under and report to the Joint Councils instead of PSSDC. In February 2020, PSCIOC approved to move the S2B WG under Joint Councils but it was pending a PSSDC decision on this matter.</p> <p>Maria Luisa advised that on September 10<sup>th</sup>, PSCIOC members agreed for the creation of an Open Sources Working Group, which will report to the Joint Councils. Work is underway to create group and develop a Scope of Work and it will be shared with members in fall 2020. The suggestion for the creation of the group was tabled for consideration at the August 6<sup>th</sup> Joint Councils' meeting. Guillaume Charest, ESDC, was identified as the federal lead of the working group. Following this meeting, the Open Source Working Group will send a call out to both PSSDC and PSCIOC members for participation in the group and to identify a P/T Co-Chair to lead this work.</p> <p><b><u>Recommendations for the Joint Councils to:</u></b></p> <ul style="list-style-type: none"> <li>• Accelerate Digital Identity (Digital Identity Program)</li> <li>• Define/Scope Client Centric Services and identify areas) of focus/priority for Joint Councils' collaboration</li> <li>• Continue jurisdictional showcases/learning events as valuable sharing of best practices and lessons learned across the country.</li> </ul> <p><b><u>Opportunity for Joint Councils to:</u></b></p> <ul style="list-style-type: none"> <li>• Leverage the Jurisdictional Information Sharing to identify common challenges and work to develop pan-Canadian solutions.</li> <li>• Use Joint Councils as a platform for jurisdictions to come together and scope, test and /or prototype service delivery solutions to common jurisdictional challenges.</li> <li>• Develop Joint Councils' strategic intelligence, by leveraging the Research Committee (Research Analyst) to provide strategic insights/research around global/national trends, emerging common priorities and insights into citizens' needs and expectations to ensure that JC priorities remain relevant</li> <li>• Opportunity to formalize linkages to external tables such as the FPT DMs' Table, DIACC, CDO's and others, as a strategic and collaborative effort to advance priorities.</li> </ul>	<p>experience. 2. PSSDC to provide recommendations on how to leverage research and working groups of the Councils to better understand clients' needs and expectations.</p> <p><b><u>Action Item #2B:</u></b> Work is underway to create the Open Source Working Group. A call out for members participation and to identify a P/T co-chair will be sent to members in early October.</p> <p><b><u>Action Item #2C:</u></b> Develop a Joint Councils' Strategic Plan that will identify clear goals based on current priorities and informed by working group workplans that would allow the Councils to stay focused and measure progress in achieving priority objectives.</p> <p><b><u>Action Item #2D:</u></b> Joint Councils Co-Chairs to provide recommendation and support to communities of practice around governance and priority areas of focus for each group. <i>(The JC Co-Chairs have planned to have scheduled meetings with all WGs and CoPs Co-Chairs in fall/winter 2020)</i></p> <p><b><u>Action Item #2E:</u></b> Joint Councils' Co-Chairs to leverage external relationships to advance Joint Councils' priorities. (FPT DMs' Table, CDO's, others)</p>
--	--

<ul style="list-style-type: none"> <li>• Develop a Joint Councils' Strategic Plan that would identify clear goals based on current priorities and informed by working group workplans that would allow the Councils to stay focused and measure progress in achieving priority objectives.</li> <li>• Are the recommendations consistent with the desired strategic direction of the Joint Councils?</li> <li>• Are there any other areas of focus or priorities that are not included here?</li> <li>• Any other opportunities for inter-jurisdictional collaboration to be a more effective forum for improving services for Canadians?</li> </ul> <p>Tracy Wood, PSCIOC Co-Chair, noted that the presentation highlights things that are happening organically and where we are going as Councils, it also highlights some things that are moving quickly during the pandemic, the regular Joint Councils and PSCIOC meetings have advanced the agenda items related to COVID. We want to ensure that the Councils can move forward, be agile, and continue with the momentum that has been gained.</p> <p>Tracy led a discussion around the recommendations and whether these are consistent with the desired strategic direction of the Councils, are there any areas of focus or priorities that are not included here and are there any opportunities for inter-jurisdictional collaboration to be a more effective table for improving services.</p> <p><b><u>Discussion on the recommendations being consistent with the desired strategic direction of the Joint Councils</u></b></p> <ul style="list-style-type: none"> <li>• CJ Ritchie (BC) confirmed that the Digital ID and Client Centric Services are priorities for her jurisdiction. She would like to see that the work of the working groups and communities of practice advance the specific priorities of the Councils. We may have spread ourselves too thin in the past by having so many groups so it is best to ensure that the work going forward lines up underneath these priorities.</li> </ul> <p>Tracy Wood reinforced that the intention is not to form many other groups, the current ones are targeted and that the overriding principles are in line with the Digital Identity and Client Centric Services.</p> <ul style="list-style-type: none"> <li>• Catherine Bennett, PSSDC Co-Chair, ESDC, wanted to add some context around the Client Centric Services, as the PSSDC members had a good discussion at their meeting on September 3<sup>rd</sup> about this priority and the role of PSSDC. PSSDC to return to its roots, focused on the citizen's experience and citizen's outcomes. After the in-depth discussion that will take place on September 24<sup>th</sup>, the PSSDC will have more clarity on what that means ,i.e. that the group will be a great incubator for ideas based on client needs and will identify specific actions to Joint Councils that could be advanced through existing or new working group efforts. The PSSDC will report back to the Joint Councils at an upcoming meeting. She looks forward to the development of the Joint Councils' Strategic Plan which will capture the forward direction.</li> <li>• Jackie Stankey (AB) thanked the ICCS team for synthesizing all the themes from the information sharing, this analysis helps focusing on some of those themes and build on this. She stated that COVID-19 is a top priority for her jurisdiction, and members benefited from working collaboratively at this table. This work could fall under the Client Centre Services priority and this is also a priority at the Deputy Ministers' Table.</li> </ul> <p>Tracy Wood asked for clarification on how Alberta would like this direction around focus on COVID-19 to be reflected: through the showcases/learning events or referenced in the strategic plan?</p> <p>Jackie Stankey responded that COVID-19 response is somewhat hidden under the Digital ID and Client Centric Services priority, there could be a third item, something to focus specific on COVID-19 response. As Tracy</p>
--

<p>mentioned there were weekly sprint meetings and they all benefited on collaborating and co-sharing applications, she recommended to have COVID as a higher priority as well.</p> <ul style="list-style-type: none"> <li>• Mark Burns needed clarification on how they could approach the COVID-19 priority: should they talk about COVID-19 or service delivery in the context of a world that has COVID-19? Is this a topic or there is an evolution of service delivery in light of COVID-19 and whether or not it needs a special place on the agenda?</li> <li>• Linda Maljan (NWT) suggested to discuss Service Delivery in the context of COVID-19. Further discussion to have on this topic.</li> </ul> <p><b><u>Discussion on the other areas of focus or priorities:</u></b></p> <ul style="list-style-type: none"> <li>• Dafna Carr (ON) stated that there is terrific work done and great suggestion to leverage the research committee to provide insights and innovation. She is amazed of what members are contributing in the information sharing and this is a great opportunity to learn from each other. She recommended to think about Agile government, Bill Eggers described the importance of agile government but how do you apply decision making in government in an agile world, what we need to sustain this, look what we were able to do during the pandemic and what can we achieve post pandemic?</li> <li>• Tracy Wood suggested focusing on the decision-making process within an agile environment. Bill Eggers used two-gear government and anticipatory government. She added forward thinking agile approach.</li> <li>• Mark Burns noted that what Council members have done lately were agile in the age of COVID to improve service delivery. This was largely due to having greater authority or less restrictions in a state of emergency and not having to navigate through traditional channels or bureaucracy which makes the process much longer. In order to go ahead and get it done, they empowered people to do that to make decision in the best interest of the citizen. However, these new or agile processes in place due to pandemic, are we going to regret that later when an audit is done, did we missed some important things when making fast decisions, or nobody will regret it? Should the “old steps” be permanently removed from the delivery process?</li> </ul> <p>At any point in time, when you try to build a service you have to respond to all risks that happened in the past and that has a cumulative effect. He is interested having a conversation in the future about the bureaucracy and the steps in the process that they streamlined using state of emergency powers. Are we going to use them again in a state of emergency? We now have an opportunity to take stock of actions and what items should be permanent and what should be reinstated that brings value.</p> <ul style="list-style-type: none"> <li>• Tracy Wood noted that the pandemic took away some of the noise around decision making and it was a balanced approach now it is about how we make sure that the noise stays away and focus on what needs to stay.</li> </ul> <p><b>Discussion on opportunities for inter-jurisdictional collaboration to be a more effective forum for improving services for Canadians:</b></p> <ul style="list-style-type: none"> <li>• Bev Dicks stated that communities of practice are great for collaboration across jurisdictions but suggested having a discussion around governance and resources for these groups. She noted that through her involvement in the Contact Centre Community of Practice there are over 80 members in the group and we need to think on how to add value add as Councils and how to support these groups to make them more effective. It is difficult to move things forward when having such a large group of people and also it's a lot of work for the co-chairs to manage particularly those that do not have additional resources at their disposal to coordinate meetings and work.</li> </ul>
---

	<ul style="list-style-type: none"> <li>Mark Burns stated that there is a lot of interest in the Contact Centre Community of Practice. The question is if you need to run a contact centre that is an FPTM item and have the contact centre in the context of service delivery. On other hand if the contact centre operations and strategies are linked to the priorities of the Joint Councils, the co-chairs can help to align their work and discussions to the priorities of the Councils. This can be managed by specific conversations or topics rather than having a general community of practice to address all topics.</li> <li>Bev Dicks recommended for the Councils to help give some focus but do not want to taper down as the level of interest is amazing. When the group tries to report on or they take on a task it is hard for the co-chairs of the community of practice to manage this so the Councils need to give clear direction to the group's co-chairs on what should be the scope of these discussions.</li> <li>Jackie Stankey noted that there is great momentum in the Contact Centre Community of Practice and there are requests to respond to information, gathering data and consolidating it but the amount of time to do this is huge. She recommended using GC collab where they all can collaborate on a program to consolidate information instead of sending different templates and gathering different pieces. Using the collaboration tool as SharePoint or MS Teams would cut down on the effort and help to streamline information collection and sharing.</li> <li>Keith Douglass, ICT Policy Community of Practice, noted that he will ask the group he is co-chairing how they are operating, and they will report back to the Councils.</li> <li>Tracy Wood added that there is continuous improvement as part of members' work. They value the Councils and the work from all these groups and looking forward to the development of the Joint Councils' Strategic Plan to confirm direction. <ul style="list-style-type: none"> <li>Catherine Bennett stated that the information sharing from the Councils is showing how much work members put into it. The Strategic Plan will show the priorities to focus on and looking forward to a further discussion.</li> </ul> </li> </ul>	
4	<p><b><u>DIGITAL IDENTITY PRIORITY (TAB 4)</u></b></p> <p>Peter Watkins, Pan-Canadian Digital ID Program Executive, provided a progress report on the work related to the Digital Identity Priority including activity timeline.</p> <p><b><u>To date:</u></b></p> <ul style="list-style-type: none"> <li>Completed secondment arrangements for Program Executive</li> <li>Conducted meetings with Digital Identity co-leads</li> <li>Conducted individual meetings with Jurisdictional Experts for Digital Identity (JEDIs)</li> <li>Completed Joint Councils response letter to DIACC regarding development of a new letter of intent for collaboration between ICCS (as the legal body of the Councils) and DIACC.</li> </ul> <p><b><u>Workstreams currently identified:</u></b></p> <ol style="list-style-type: none"> <li>Revise engagement and organization of work</li> <li>Make PCTF Real</li> <li>Single Pan-Canadian Trust Framework (PCTF) – public sector profile and private sector profile</li> </ol> <p>Peter Watkins advised of a great collaboration opportunity related to a new National Digital ID Lab. A National Digital ID Lab is being established to support stakeholders who wish to conduct interoperability and conformance testing <a href="https://laboidn.ca">https://laboidn.ca</a>. Opportunity to reduce time, complexity and risk for sandbox activities. Some jurisdictions</p>	<p><b><u>Action Item #3A:</u></b></p> <p>Members requested that the Digital Identity Program Executive assess the implications/fit of the work of the CIO Strategy Council on developing national Digital Identity standards with the Joint Councils and DIACC PCTF efforts. This information will be part of the work being done around governance of the digital ID program and related digital ID bodies of the Councils and those that are external. Peter Watkins to report back at the October 29<sup>th</sup> Joint Councils' meeting.</p>



on the Councils have already expressed interest. Expression of interest requested from other members for participation in quick start.

**Next Steps:**

- JC-JEDI MS Teams setup to enable active collaboration
- Set monthly meetings for JC-JEDI
- Begin development of letter of intent for collaboration between ICCS and DIACC
- Engage individual JC-JEDI members about quick-start for sandbox
- Review and revise workplan
- Prepare to seek Joint Council endorsement for JC-JEDI as the lead digital identity group for Joint Councils. Target for October Joint Councils' meeting.

**Members' Discussion:**

- CJ Ritchie asked for clarification of the issuance of the National Standard for Digital ID, was that done with the engagement of the Joint Councils, what is the relationship between the Joint Councils and the input that the standard was put forward by the CIO Strategy Council?
- Tracy Wood noted that the Standards Council of Canada is looking to create National Standards and different bodies can bring forward standards to them for review. When the CIO Strategy Council presented to the Joint Councils, they mentioned that they look to create standards, and her understanding is that they submitted to the Standards Councils of Canada, but she wasn't sure if that was approved, so the Joint Councils members have to investigate further.
- Alex Bourque, TBS, stated that he wasn't involved in the development of the standard, but his understanding is that it was a public call out to all jurisdictions to provide input and feeding to that overarching standard which transcends all sectors. It was inspiration based on the PCTF to ensure that there is alignment. PCTF is a framework, and that was referenced in certain exercises that they conducted the governance workshop requirements to bring the standards in the context of Digital ID to align all sectors. He noted that he was not involved in the work of the PCTF other than directing some of the requests to the public sector working group members looking to collaborate with the CIO Strategy Council. His understanding is that the PCTF and the standard developed by the CIO Strategy Council are complementary.
- Denis Skinner, PSCIOC Co-Chair, TBS, tabled an action for the Digital Identity Program Executive to report back to the Joint Councils on how these pieces fit together. Having better clarity of all these groups and the work underway will help move this toward implementation.

Peter Watkins responded that he will add this action to the work plan, and he will report back at a future Joint Councils meeting.

- CJ Ritchie stated that is important to reflect in the action item that Peter Watkins will assess the impact of this National Standard and report back.
- Dafna Carr (ON) had a specific question around interdependencies, part of the idea for pan-Canadian collaboration would be clarity of what the components and pieces of execution are.

Peter Watkins responded that in the work plan there is a piece of work underway with ISSED, BC Corporate Registrar and Alberta, on a demonstration of having verifiable credentials for business registration for a small

**Action Item #3B:**

The following activities will be undertaken by Peter Watkins over the next few months with a progress report to JC on October 29th:

1. JC-JEDI MS Teams monthly meetings
2. Begin development of letter of intent for collaboration between ICCS (on behalf of Joint Councils) and DIACC.
3. Engage individual JC-JEDI members about quick-start for Sandbox
4. Review and revise work plan
5. Enumerate existing or planned proof of concept activities that could be integrated into the plan
6. Prepare to seek Joint Council endorsement for JC-JEDI as the lead digital identity group for Joint Councils.

**Action Item #3C:**

Strengthen and leverage the relationship with the FPT DMs' Table to help advance the work being done. Peter Watkins to present to the FPT DMs' Table at their December meeting.

	<p>business to obtain bank services, in that there are interdependencies, each party has to do something. There are numerous dots to connect and there is an opportunity to bring it to the Sandbox and you can see it there, people are performing their roles and that can be visible.</p> <ul style="list-style-type: none"> <li>• Dafna Carr noted that as they get more concrete they have to ensure that is a part of what members do together and keep them accountable for the interdependencies as they know if the acceleration is the key it would need to be clear what would that look like.</li> <li>• Natasha Clarke, NS, thanked Peter and commented that it is a very crunchy way forward and very exciting and long overdue, with great work happening as referenced in the presentation. She particularly liked the slide related to the tone/speed on how to carry this role. She agreed with recommendation to have better clarity of the work done by other digital bodies such as DIACC (now that they have trademarked the PCTF and what this means), CIO Strategy Council (what is the standard and what does it mean for this work). It is critical for us as members to get a sense of the implications. It will be helpful to come and report back with what are the options for the Councils on the way forward with an update at the October meeting.</li> <li>• Catherine Bennett stated that she has seen the value of having a program executive dedicated to this priority, pulling all the pieces together and advancing this work. She inquired if Peter has considered engaging the FPT DMs' Table, as Digital ID is on their list of priorities and its importance has been underlined during COVID with the move to digital services. Need to strengthen the relationship with the DMs' Table and leverage them as well as get their support on where the Joint Councils want to go. The FPT DMs' Table is meeting again in December and could be an opportunity for Peter to present an update on the Joint Councils' work on this priority at the DMs' Table and seek their support in advancing this work.</li> </ul> <p>Peter Watkins responded that he will add this request to the work plan and can prepare material for the December meeting of the FPT DMs' Table.</p> <ul style="list-style-type: none"> <li>• Natasha Clarke, NS, advised that her Deputy is the Digital Identity Champion at the DMs' Table. She hasn't been fully focused on Digital ID because of COVID but she understands that it is a critical priority. Natasha is happy to connect with Peter so that he is aware of the work, priorities and function of the DMs' Table to avoid duplicating work.</li> <li>• Chantal Ritcey, AB, commented that there are 3 streams of work that Peter is undertaking with JEDIs and support a work plan that gets crunchy and ensuring that the public sector is in the driver's seat moving this forward. She inquired if someone at the meeting from TBS or ISED can speak to the federal challenge that has been issued and the great work that is emerging there. In the JEDI kickoff meeting that was recently held, a participant from the Department of Homeland Security (US) talked about doing some testing about international boundaries, it is tremendous opportunity to take this at the international level.</li> <li>• Tim Bouma, PCTF Working Group Lead, TBS, noted that the PCTF work is gaining international attention, not only from the countries in the Digital Nations, but also with the World Bank and having bilateral discussion with US State Department. They look at Canada as a single unit although we have multiple jurisdictions, and they are looking for a national approach. Someone from Washington reached out and the US government has put a Bill in front of the Congress with a standing task force on Digital Identity. They are interested in the National Standard and the Pan-Canadian Trust Framework. There are lots of trust frameworks out there: public trust framework, DIACC private trust framework, Australian trust framework, they are in discussion with New Zealand on how we can do mutual recognition and for us to do that as a country, we need to have a collective approach.</li> </ul>	
--	--	--

	<ul style="list-style-type: none"> <li>Denis Skinner commented that on the international front, he is interested to learn how interoperable identities have been successful. E.g. digital passport standard from OECD. He also requested a confirmation from the Joint Councils official members that the Digital ID is our sustained priority and to move forward, to show the right level of energy and pace, to reaffirm that this is our priority and take that opportunity..</li> <li>Peter Watkins wanted to clarify the implications of the next steps. Between now and November, he will be seeking Joint Councils' endorsement for JC-JEDIs as the Lead Digital Identity group for Joint Councils.</li> </ul> <p>Members agreed with the next steps presented by Peter Watkins.</p>	
5	<p><b><u>FEDERAL INVESTMENTS IN BROADBAND (TAB 5)</u></b></p> <p>Josie Brocca, Senior Director, Connected Canada Branch, ISED, provided a presentation on the Federal Investments in Broadband.</p> <p>Broadband and mobile networks are the enabling foundations of the digital economy. Millions of Canadians lack access to critical services needed for the 21<sup>st</sup> century. Services are evolving with technology and user needs. Demands for faster speeds and greater data usage is continually growing, with substantial increases in recent years. What was considered basic Internet has also evolved. Similarly, mobile needs have also grown with smartphones, apps and other uses.</p> <p>Broadband coverage is strong nationally, but rural gap is growing. The private sector invests where it is economic to do so, but areas with a lack of business case are underserved. Nationally, virtually all Canadians have access to lower speeds. There is some further progress outside urban areas but in general there is a pronounced divide. Nearly 5 million Canadians lack access to high-speed Internet at benchmark speeds. Mobile wireless access is an issue in rural areas too. Internet to homes/businesses and mobile wireless service are generally not substitutes – Canadians need access to both services. Mobile gaps can inhibit the adoption of new technologies and pose a significant public safety risk. In rural and remote areas is difficult physical environment for business, the capital and operating costs are often higher, projects can require long lead time to develop.</p> <p>Broadband Coverage Nationally: there are underserved regions in every province and territory. The total cost to expand universal high-speed access is about \$8 billion (all levels of government and private sector).</p> <p>Policy Frame and Funding: Canada's Connectivity Strategy (2019), a roadmap for universal access with three pillars:</p> <ol style="list-style-type: none"> <li>1. High-Speed Access for All – set targets of 50/10 Mbps (download/upload) and expanded mobile wireless; to reach 95% by 2026, and 100% by 2030.</li> <li>2. Investing for Impact – target funding where private sector is not investing</li> <li>3. Partnering for Progress – coordinate new funding with existing programs and new tools such as better data and an online portal.</li> </ol> <p>Provincial/Territorial Landscape:</p> <ul style="list-style-type: none"> <li>• PTs can be strong partners in developing broadband projects – whether through funding or in-kind contributions.</li> <li>• PTs with available funding and stage of program development varies substantially across jurisdictions</li> <li>• Collaboration on passive infrastructure (i.e. Existing underground conduits, utility poles, wireless towers) can reduce costs and accelerate deployment.</li> </ul> <p><b><u>Discussion:</u></b></p>	<p><i>No Action Items identified for this subject.</i></p>

	<ul style="list-style-type: none"> <li>Mark Burns commented that the cost of broadband is very high, and the local ISP get money so they make it available. In terms of cost effective, there is 15 Mbps maximum available there, but the cost is \$103.00 per month comparing with Ontario \$49.00 per month. Internet is always limited in the North; you get the service with a big gap that limits what you can do with the budget. What can you do with the access which is not universal, how do we translate internet availability in internet affordability to ensure that those in vulnerable populations in remote communities where economic opportunity to make the money to pay for that may not be as present, how policy works to ensure that?</li> </ul> <p>Josie Brocca responded that the policy sits with their Strategic Innovation Policy sector in terms of looking at bigger issue of affordability related to Telecom services. In their branch they offer digital divide programs, <i>The Connecting Families</i> initiative, they offer \$10.00 per family to those families who receive maximum childcare benefit. Efforts are made to provide affordable Internet connectivity. Affordable is a relative term, depending on where you live in the country or the financial background to some Canadian families. The North is a challenge including affordability because of infrastructure the federal government has subsidized already, and so offering additional incentives on top of that it proves being challenging, but the government is exploring more. As they move into the phase of getting connectivity to all, they will be thinking further to the affordability issue although this a policy related matter.</p>	
9	<p><b><u>Other Business:</u></b></p> <p><b><u>Working Group Updates:</u></b></p> <p>Tracy Wood advised members that there are updates from the Privacy Sub-Committee, GDPR Working Group, Canada Open Government Working Group and the Data Driven Intelligence Working Group in the meeting e-binder and tabled for information only.</p> <p>Next virtual (in-person) meeting of the Joint Councils' will take place on February 23-25, 2020.</p> <p>Tracy Wood encouraged members to fill out the evaluation form, the comments are used to ensure that the meeting meets the expectations of members. A link to the evaluation form is provided by the ICCS.</p> <p>The Fall/Winter MS Teams meeting were listed on the agenda for members' information.</p> <p>Tracy Wood thanked all members, observers and presenters at the meeting. She also thanked the ICCS team for the organization of the meetings.</p>	
	<i>The meeting adjourned at 3:10 p.m. EDT</i>	