

# 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

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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.

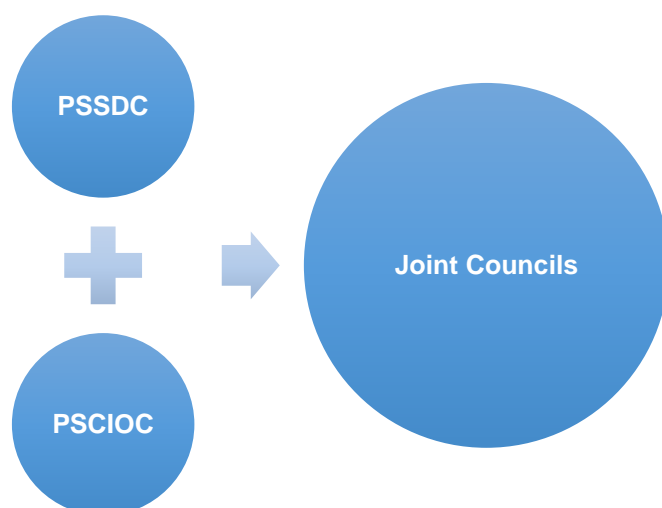
### Public Sector Chief Information Officer Council (PSCIOC)

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 Federal/Provincial/Territorial/Municipal (FPTM) jurisdictions



#### Share

Jurisdictional information and insights



#### Collaborate

Foster strong inter-jurisdictional relationships.



#### Co-Crete, 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

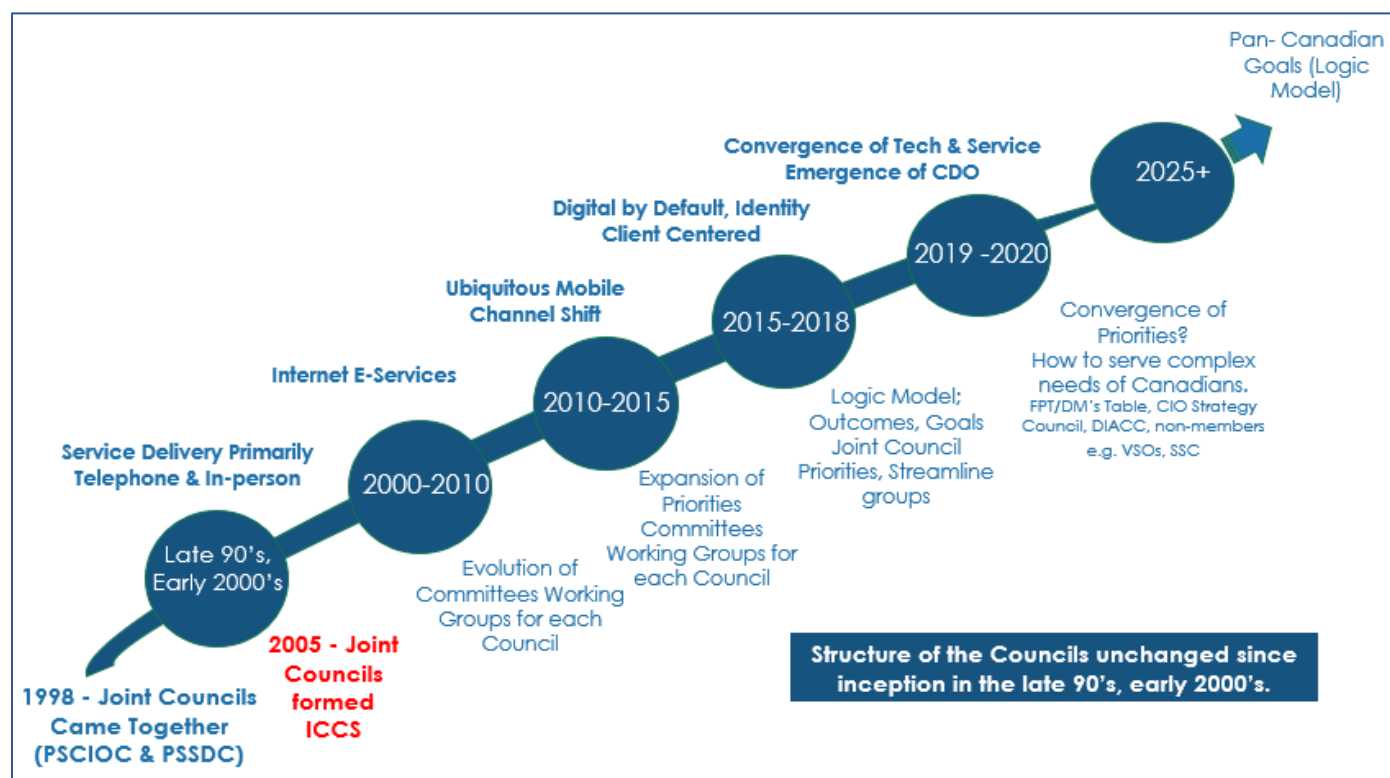
PSSDC Federal  
Co-Chair

PSCIOC Federal  
Co-Chair

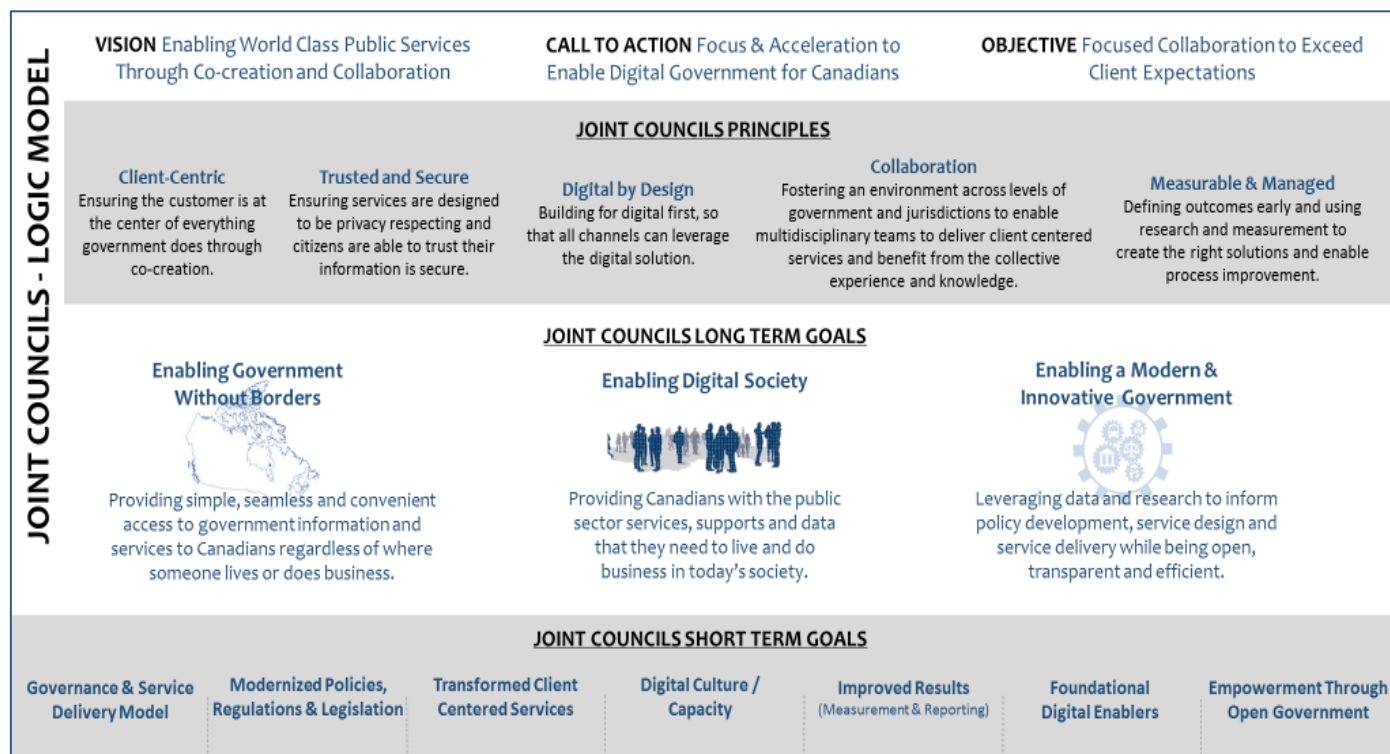
PSSDC P/T  
Co-Chair

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

- Multi-jurisdictional information sharing and collaboration forum on open government initiatives, tools and principles.

Canada Open Government Working Group



- Improving death registration and notification across Canada.

Death Notification Community of Practice



- 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 a key foundational element in transforming services.

Digital Identity Program



- Forum for jurisdictions to work together to improve the overall service experience for Canadians through client centered service design.

Client Centric Services Design & Experience 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



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

Research Committee



- Share information, experiences and explore inter-jurisdictional opportunities to collaborate on tangible service improvements for Canadian businesses.

Service to Business Working Group



- Improving the client experience by leveraging government and Open Data and advanced analytics to improve service.

Data Driven Intelligence Working Group

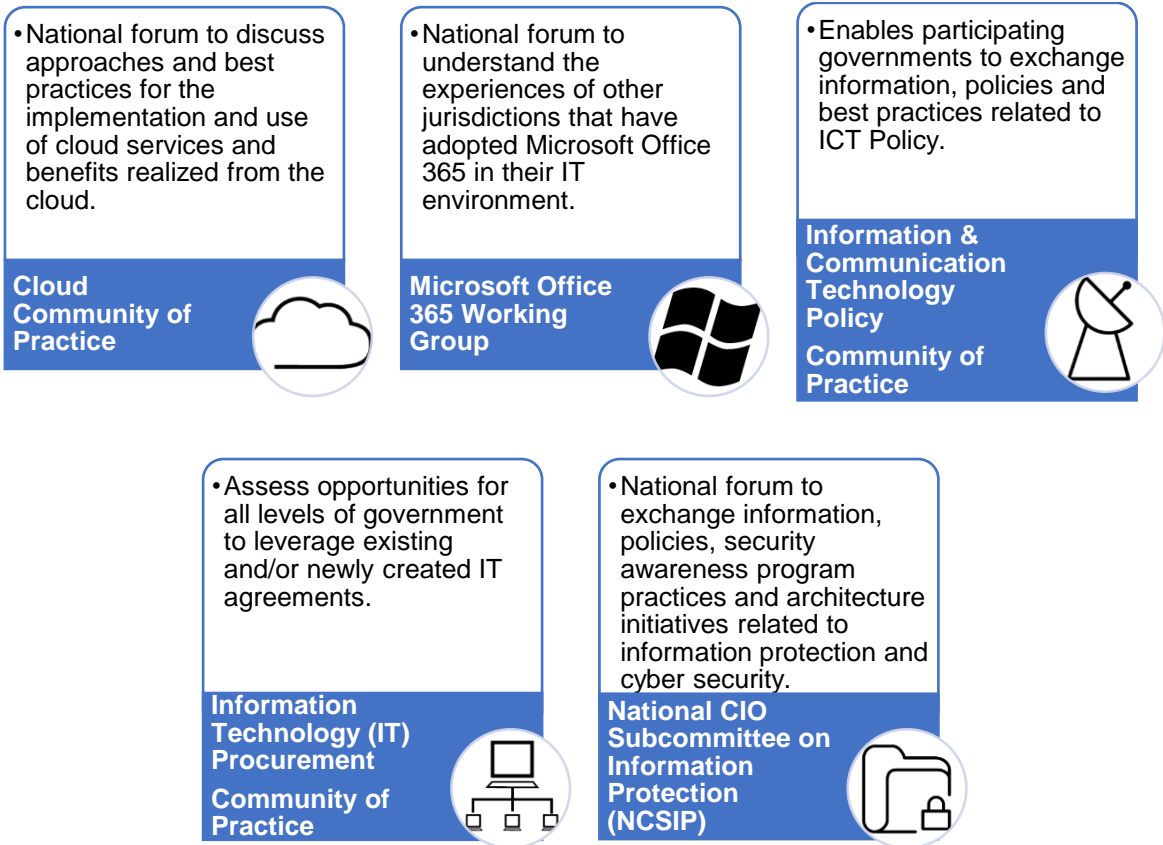


- Responsible for the annual refresh and promotion of the Analytics Playbook.

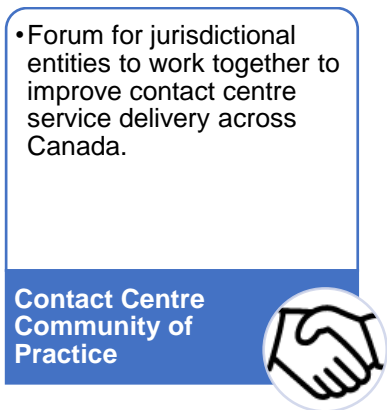
Analytics Playbook Sub-Group



## Public Sector Chief Information Officer Council (PSCIOC)



## Public Sector Service Delivery Council (PSSDC)





# Our Strategic Goals

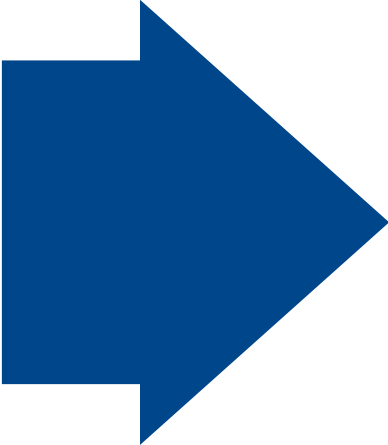
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## Our Strategic Long-Term Goals at a Glance

**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...
<b>Enabling government without borders</b>	Providing simple, seamless and convenient access to government information and services to Canadians regardless of where someone lives or does business.
<b>Enabling Digital Society</b>	Providing Canadians with public sector services, supports and data that they need to live and do business in today's society.
<b>Enabling a modern and Innovative Government</b>	Leveraging data and research to inform policy development, service design and service delivery while being open transparent and efficient.



Service delivery is a continuous improvement exercise. 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. 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

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# 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 to citizens and business. Digital Identity is also critical to mitigating an increase in fraud and promoting trust in digital transactions.

*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)	Deliverables by December 2021
<b>Digital Identity Program</b>			
<ul style="list-style-type: none"> <li><b>Leadership position for Pan-Canadian Digital Identity.</b></li> <li><b>JEDIs – Jurisdictional Experts on Digital ID are the single point of leadership for each jurisdiction.</b></li> <li><b>Simplified Joint Councils' digital identity structures.</b></li> <li><b>Accelerating implementation to build on Pan-Canadian Trust Framework (PCTF).</b></li> </ul>	<ol style="list-style-type: none"> <li><b>Revise Engagement (Governance):</b> <ul style="list-style-type: none"> <li>Organization of Work: Pivot to implementation of activities</li> <li>Leverage the JEDIs for speed, alignment, interoperability, collaboration</li> <li>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 (v1.2.)).</li> <li>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"> <li>What is and should remain in the <b>public sector domain</b></li> <li>what is and should be in the <b>private sector domain</b></li> </ul> </li> <li>Stakeholder engagement: Explore opportunities for collaboration with external partners</li> </ul> </li> <li><b>Making It Real:</b> <ul style="list-style-type: none"> <li>Establish PCTF Shared Experience Sandbox</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li><b>Authoritative issuers of digital identity:</b> <ul style="list-style-type: none"> <li>Verified Person (digital equivalent to "government issued identity")</li> <li>Verified Organization (digital equivalent to "proof of business registration")</li> <li>Verified Relationships, for example: <ol style="list-style-type: none"> <li>Director or signing officer for an organization</li> <li>Parent-of-child or child-of-elder-parent for health information</li> </ol> </li> </ul> </li> <li><b>Providers of digital services</b> (to be distributed from jurisdictions at all levels). Examples of digital services: <ul style="list-style-type: none"> <li>Assistance for individuals, families, businesses</li> <li>Safe return to workplace or schools</li> <li>Immunizations, etc.</li> </ul> </li> <li><b>Provider of critically needed public infrastructure for digital trust must:</b> <ol style="list-style-type: none"> <li>Be in place to enable digital services to verify who issued the digital identity that individuals provide</li> <li>Not disrupt program governance or authorities</li> <li>Have very limited scope of function</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Developed a workplan aimed at accelerating Digital Identity implementation (building on the PCTF). Leveraging JEDIs for speed, alignment, collaboration, and interoperability.</li> <li>Developed work plan on the 5 key streams of work under the Digital ID Plan: Covid Response Recovery, Verified Persons, Verified Organizations, Trusted Digital Wallets, Critical Public Infrastructures.</li> <li>Advised the Councils on the 5 key conditions to advance the implementation of a Digital Trust and Identity Solution. (<i>Digital Trust &amp; Identity Research Executive Report</i>)</li> <li>Established a JEDI collaboration workspace using Slack that is supporting the JEDI members, community, and the collaborating implementation teams from Quebec, Ontario, and British Columbia.</li> </ol>

	<ul style="list-style-type: none"> <li>- Demonstrate potential for undertaking accelerated implementation             <ul style="list-style-type: none"> <li>• Validate the potential for undertaking accelerated implementation</li> </ul> </li> </ul> <p><b>3. Single Trust Framework:</b></p> <ul style="list-style-type: none"> <li>- PCTF 1 (digital identity)</li> <li>- PCTF 2 (digital trust)</li> </ul> <p><b>4. Lessons Learned and best practices from work on Proof of Vaccination</b> will help to inform and advance digital ID work. PoV validated the model for pan-Canadian digital trust/identity. <i>A report on lessons learned from PoV work is being developed by TBS.</i></p> <p><b>5. Developing recommendations on how to move discussion forward on modernizing business registration to support economic recovery</b> (digital proof of business registration and ownership) as it relates to work on digital identity and engaging other partners in this work such as corporate registrars. A shared narrative that could be established at the most senior levels across jurisdictions involving small and medium size Canadian business (digital proof of business registration and ownership) as a matter of economic development and trade.</p>	<p>4. Be a new kind of “dial tone” but for digital identity-trust</p>	<p><b>5. In addition to work on Digital ID, 2021 was heavily focused on supporting COVID response related to proof of vaccination.</b> Digital ID Program supported the creation of the FPT Technical and Coordination Committee*. Organized and co-chaired with PHAC weekly FPT TCC meetings. This work was key in helping to roll out PoV across the country.</p> <p>*The FPT TCC is a forum for technical discussions on the requirements, design, solution architecture, and identify policy/procedures, concerns related to the implementation of a proof of vaccination credentials for Canadians vaccinated within Canada that plan on international travel. The Committee is composed of reps from all 13 P/Ts (including Health CIOs), federal orgs (PHAC, IRCC, CBSA, TC, TBS, CAF, Cyber, PSC, PCO), who provide updates on progress, raise key barriers and concerns with meeting milestones, and receive/disseminate information from the federal government related to PVC development.</p>
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## Proof of Vaccination: Validated the model for Pan-Canadian Digital Trust/Identity



Implementation of Proof of Vaccination has proven the model for Pan-Canadian Digital Trust/Identity – Citizen Centred, Distributed, Open -

Next steps will involve improving citizen control, privacy, security, extensibility to other credentials etc.

## Pan-Canadian Digital Trust/Identity: What's Next?

### 1. Issuing Verified Person Credentials

- Given name
- Family name
- Date of birth
- Registered Address
- ...

### 2. Issuing Verified Organization Credentials

- Business Name
- Business Number
- Registered Address
- ....

"proof of business registration"

**Issuers**

**Holders**

Verified Person Credentials  
and/or  
Verified Organization Credentials

3. Trusted Wallet  
from App Stores



**Verifiers**

Trust (digital signature of issuing authority)  
Open (no technical integrations required)

### 4. Public Infrastructure for Digital Credential Verification

Current State (Mandate)	How Priority Will be Achieved (Workplan)	What Success Looks Like By 2022 (Deliverables)	Deliverables by December 2021
<b>Service to Business Working Group</b>			
<ul style="list-style-type: none"> <li>• <b>Sharing of information / experiences and exploring opportunities and challenges in improving public sector service delivery for business clients.</b></li> <li>• <b>Digital Identity for Business is the top priority, as it is foundational to improving services to business.</b></li> <li>• <b>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.</b></li> </ul>	<p><b>Initiative:</b> Business Banking Digital Credentials Pilot</p> <ul style="list-style-type: none"> <li>• To leverage electronic government-issued documents, in the form of digital credentials, in order to conduct banking transactions. This initiative could potentially increase the percentage of bank accounts that can be opened digitally from 10% to 80%.</li> </ul> <p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>• To enable jurisdictions to partner with each other on tangible initiatives.</li> <li>• To better understand approaches for digital services to business.</li> <li>• Make subsequent recommendations to Joint Councils to better understand digital credentials and recommend Pan-Canadian approaches for digital credentials.</li> <li>• To allow the working group to generally inform other Joint Councils' priorities, including the Digital Identity priority.</li> </ul> <p><b>Initiative:</b> National Digital Trust Service Proof of Concept</p> <p><b>Objective:</b> 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"> <li>- <b>Benefits:</b> Informs the establishment of the National Digital Trust Service</li> <li>- <b>Partners:</b> <ul style="list-style-type: none"> <li>• Province of BC</li> <li>• Province of Alberta</li> <li>• ISED</li> <li>• Consortium of Banks</li> <li>• ATB Financial</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Initiative 1: Business Banking Digital Credentials Pilot:</b> Leveraging digital identity as digital credentials enables the working group to inform the Digital Identity priority.</li> <li>• <b>Initiative 2: National Digital Trust Service Proof of Concept</b></li> </ul> <p><b>Timelines:</b></p> <ul style="list-style-type: none"> <li>• <u>Short term</u> (2020-21): Establish the prototype for the National Digital Trust Service</li> <li>• <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</li> </ul>	<p>S2B WG has shifted towards implementing practical applications of digital credentials for business.</p> <p><b>Initiative 1: Banking Digital Credentials Pilot</b></p> <ul style="list-style-type: none"> <li>• Phase 1 (Fall 2020 to Spring 2021) completed: ISED, British Columbia and Alberta built the capability to issue digital credentials to businesses, held in their digital wallets.</li> <li>• Phase 2 (Spring 2021 to Fall 2022): Working with ATB Financial and select Canadian banks to test the acceptance of these digital credentials so businesses can open bank accounts without having to resort to in-person and paper-based processes.</li> </ul> <p><b>Initiative 2: National Digital Trust Service Pilot</b></p> <ul style="list-style-type: none"> <li>• Phase 1 (Summer 2021 to Fall 2021): Establishing the pilot infrastructure for the National Digital Trust Service with vendors and developing the digital credential use cases with participants.</li> <li>• Phase 2 (Fall 2021 to Fall 2022): Testing the National Digital Trust Service with participants and their use cases, improving the service based upon feedback and results</li> </ul>



## Initiative 1: Business Banking Digital Credentials Pilot

### Business Banking Digital Credentials Pilot



#### THE STORY:

1. Sasha, a small business owner, uses her individual identity credential in her digital wallet to create her corporation online, receiving business identity credentials afterwards.
2. Using the individual and business identity credentials in her digital wallet, she opens a business bank account, with her business and personal information being verified digitally without ever having to walk into a branch.

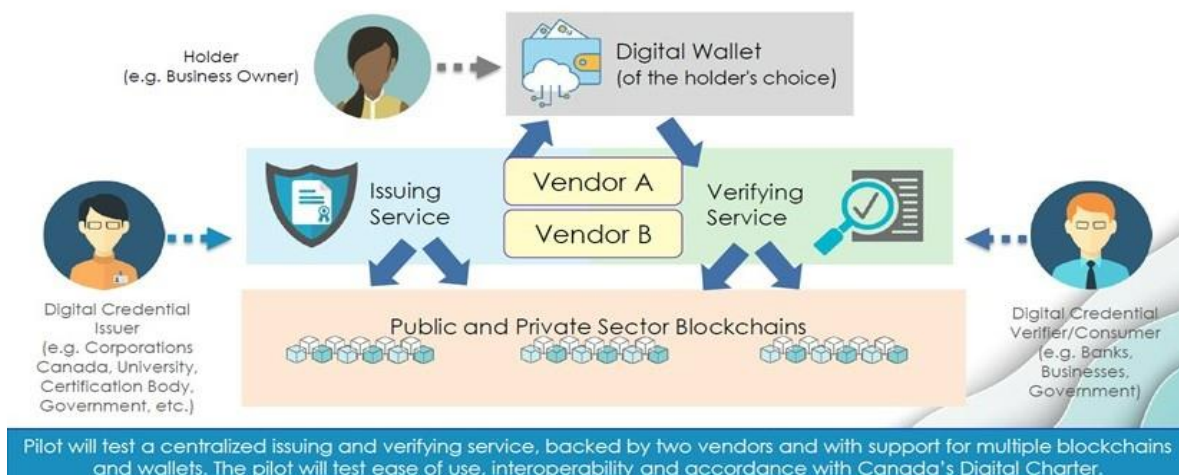
Policy Contributors: TBS, Finance Canada, Bank of Canada

**Partners:** AB, BC, ISED, ATB Financial, Canada's biggest banks

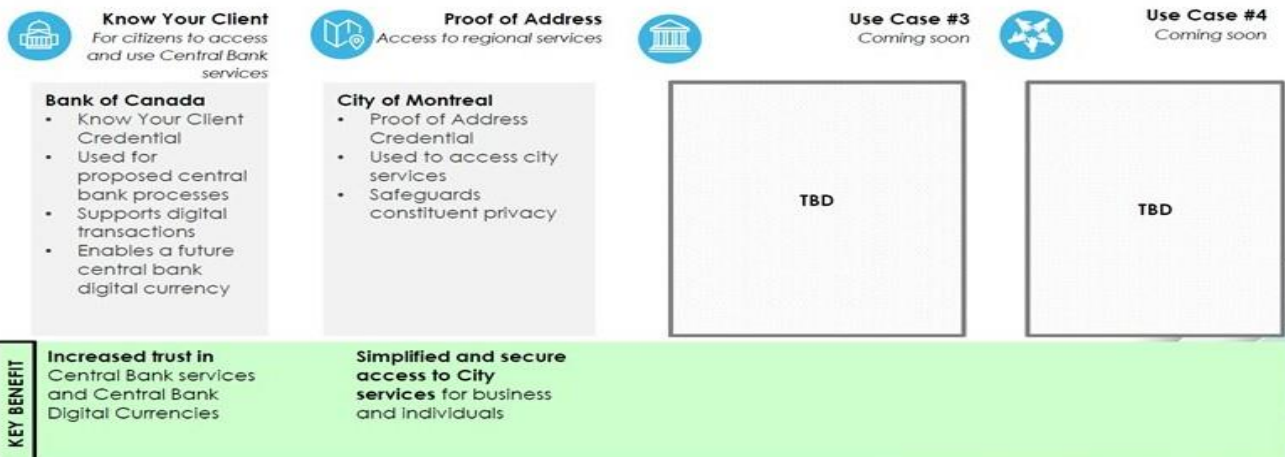


## Initiative 2: National Digital Trust Service Pilot

### National Digital Trust Service Pilot: High-level View

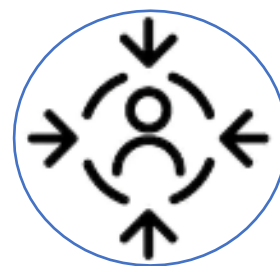


### National Digital Trust Service Pilot Use Cases





# 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)	Deliverables by December 2021
<b>Client Centric Services Working Group</b>			
<ul style="list-style-type: none"> <li>Across Canada government leaders at all levels recognize the importance of continuously improving the quality of the services they provide.</li> <li>Evolving public expectations for seamless services that transcend program, organizational and jurisdictional boundaries and highlight the need for intergovernmental solutions.</li> <li>FPTM governments working together to modernize public sector service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>CCS WG developed an Inter-Jurisdictional Maturity Model &amp; User Guide (fall 2019)</li> <li>Developing an Interjurisdictional Maturity Model Digital Tool: (Feb 2021)               <ul style="list-style-type: none"> <li>Create accessible, evergreen, digital version of Maturity Model and User Guide</li> <li>Confirm options for making digital tool available across jurisdictions</li> </ul> </li> <li>Working with ICCS to build digital tool of maturity model and User Guide. Build awareness and broader distribution of digital tool. (Beyond Feb 2021)</li> </ul>	<ul style="list-style-type: none"> <li>Translate the digital tools. <u>English version:</u> <a href="https://citizenfirst.ca/resources/maturity-model/UGpage1.html">citizenfirst.ca/resources/maturity-model/UGpage1.html</a></li> <li>Post the tools to the ICCS website for public access as well as add them to the ICCS client-centric training curriculum.</li> <li>Develop an article for the Canadian Government Executive Magazine which jurisdictions can use to promote the tool in their organizations.</li> </ul>	<p><b>The CCS Working Group completed all its deliverables and received approval in August 2021 to sunset group.</b></p> <p><b>**</b></p> <p><b>A new Joint Councils' Client Centric Services Design &amp; Experience Community of Practice has been established.</b></p> <p><b>The CoP develop its Terms of Reference and held its first workshop in November 2021.</b></p> <p>The CoP is a forum for FPTM jurisdictions to work together to improve the overall service experience for Canadians through client centered service design.</p> <ul style="list-style-type: none"> <li>Share expertise, challenges, lessons learned and success stories.</li> <li>Co-create and arrive at a common understanding and vision for a One Canadian Citizen government service experience.</li> <li>Socialize and promote the client-centered vision across jurisdictions and report on efforts to achieve the vision. Understand different states of readiness to adopt the vision.</li> <li>Identify challenges experienced by CoP members in designing client-centered services and collectively develop strategies to promote progress and remove barriers.</li> </ul>

Current State (Mandate)	How Priority Will be Achieved (Workplan)	What Success Looks Like By 2022 (Deliverables)	Deliverables by December 2021
<b>Data Driven Intelligence Working Group &amp; Analytics Playbook Sub-Group</b>			
<p><b>Explore issues impacting the ability of governments to improve the client experience, including:</b></p> <ul style="list-style-type: none"> <li>the current state of public acceptance for the use of data to improve services within and across levels of government</li> <li>the existing rules framework and developing recommendations to address key Joint Councils and PSSDC priorities</li> </ul> <p><b>Leveraging Open Data and advanced data analytics</b> to improve service delivery by maintaining and ever greening the Analytics playbook.</p> <p><b>The Analytics Playbook Sub-Group</b> act as an enabler and catalyst for the use of data analytics within and across levels of government in Canada, to gain insights into client needs and develop practical solutions.</p>	<ul style="list-style-type: none"> <li>Annual refresh of the Analytics Playbook to include new use cases.</li> <li>Continue implementation of Analytics Playbook engagement strategy to promote awareness and use across all jurisdictions.</li> <li>Continue to advance awareness, and collaborative use of e-Vulnerability Index by additional jurisdictions.</li> <li>Research project proposal</li> <li>Exploring the current context of public acceptance for the use of data to improve services within/across levels of government.</li> <li>Leverage other working groups to address the priorities of the group, i.e., Open Government WG and Privacy Sub-Committee.</li> </ul>	<p><b>Research project proposal</b> 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"> <li>Environmental scan</li> <li>Literature review</li> <li>Analysis and application to Canadian context</li> <li>Phase 1 report with recommendations</li> </ul> <p><b>Analytics Playbook</b> Annual refresh to be completed in 2021.</p>	<p><b>Data Driven Intelligence Working Group</b></p> <p>The DDI Working Group completed its deliverable of the report on Insights into Public's Acceptance of Government Use of Data. The report was tabled to JC in October 2021.</p> <p>In early 2022, the DDI WG's Co-Chairs, will provide the Joint Councils with a set of recommendations on future activity of the group based on the findings of the report.</p> <p><b>Analytics Playbook Sub-Group:</b></p> <p>The group has completed the refresh of the Analytics Playbook with 11 new use cases in 2021 for now a total of 18 use cases. The group, in collaboration with ICCS, has also refreshed the playbook into a digital interactive version. <i>The original playbook was in PDF format.</i></p> <p>The group will present the updated Analytics Playbook at the January 2022 JC meeting.</p>

## Analytics Playbook

### Communications Objectives and Expected Results

The primary objective is to **create awareness** of the Analytics Playbook within jurisdictions across the country to foster an enabling environment for data driven analytics.

Promotion of the Analytics Playbook within jurisdictions will support and **advance the use of analytics** across public sector organizations.

Governments cannot solve tomorrow's problems with yesterday's tools. They need **analytics as part of the toolkit**.

Analytics will help **close the service gap between the consumer and citizen experience in the public vs private sector**, which has expanded in recent years as the private sector has invested heavily in analytics to inform and improve consumer interactions, leaving citizen's experiences with government services falling short of expectations.

By embracing analytics, public sector organizations can **transform data into information and insights that can be integrated across domains and disciplines to stimulate new approaches and present viable solutions** to some of the toughest policy and management challenges.

To address concerns and **educate the public about the collection/use of public data assets**, including privacy, ethics, and transparency to build public trust and shift public sentiment in favour of the use of analytics to promote evidence-based decision making.

Current State (Mandate)	How Priority Will be Achieved (Workplan)	What Success Looks Like By 2022 (Deliverables)	Deliverables by December 2021
<b>Death Notification Community of Practice</b>			
<p><b>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.</b></p> <p>The Community of Practice will:</p> <ul style="list-style-type: none"> <li>• Provide a multi-jurisdictional channel for information sharing and discussions.</li> <li>• Foster fact-finding, open and collaborative work while respecting the diversity of operational, technological and legal frameworks.</li> <li>• Aim to identify opportunities for strategic alignment, innovation and long-term sustainability.</li> <li>• Aim to mitigate the possibility of competing objectives and strategies between jurisdictions.</li> </ul>	<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"> <li>• Research and analysis results, trends and gaps;</li> <li>• Lessons learned, best practices and next practices;</li> <li>• Data standards, technology and interoperability;</li> <li>• Risk Management;</li> <li>• Identity Management;</li> <li>• Blueprints, roadmaps, ongoing and upcoming initiatives and projects;</li> <li>• Opportunities for strategic alignment and planning; and</li> <li>• Opportunities for new partnerships.</li> </ul>	<p>The information shared will support the achievement of the following objectives:</p> <ul style="list-style-type: none"> <li>• To increase efficiencies and improve service times in the registration of death notices in Canada;</li> <li>• To facilitate rapid national access to death notifications for eligible federal, provincial and territorial organizations as well as other entities; and</li> <li>• To improve client service experience for the reporting of deaths.</li> </ul>	<p>In 2021, the Death Notification CoP focused on the following initiatives:</p> <ul style="list-style-type: none"> <li>• Funding for electronic death registration initiatives</li> <li>• National Routing System (NRS) – Expansion and Improvements</li> <li>• Identity Linkages Project</li> <li>• Improving data accuracy for electronic death registration</li> </ul> <p>In 2022, the group will report back to JC on work/pilots that the federal and provincial partners are undertaking on death notification.</p> <p>Vital Statistics Agencies are undertaking an environmental scan to analyze the electronic data exchanges between provinces and territories, starting with current practices to exchange death data. A sub-working group of the DN CoP will be established.</p> <p>A federal environmental scan of the business needs related to death data will identify potential death data consumers and their needs, use cases, standards, and considerations to support the prioritization and development of future initiatives. A federal engagement strategy is being developed.</p>

# 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)	Deliverables by December 2021
<b>Research Committee</b>			
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.	<b>The Research Committee:</b> <ul style="list-style-type: none"> <li>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.</li> <li>communicates and disseminate research findings and products to the Joint Councils and the broader public sector, this include: <ul style="list-style-type: none"> <li>Daily Newsletter</li> <li>Monthly Research Executive Reports</li> <li>Public Research Repository</li> </ul> </li> </ul>	<b>Deliverables / Products:</b> <ul style="list-style-type: none"> <li>Daily Newsletter</li> <li>Monthly Research Executive Reports</li> <li>Public Research Repository</li> <li>Bi-annual Jurisdictional Information sharing Analysis for PSSDC &amp; PSCIOC</li> <li>Jurisdictional scans and analysis or results, as requested</li> <li>Reporting on national and international trends related to the work of the CIO and service delivery communities</li> </ul>	<b>Main Deliverables for 2021:</b> <p><b>Executive Research Reports:</b></p> <ol style="list-style-type: none"> <li>Cybersecurity</li> <li>Digital Trust &amp; Identity</li> <li>Artificial Intelligence</li> <li>CF 2020 Insights</li> <li>Modernizing Gov: Global Trends</li> <li>Usability Testing in Gov</li> <li>E-Signature in Gov</li> <li>CX in the New Normal</li> <li>Data Management in a Digital World</li> <li>Importance of Client Satisfaction Research</li> </ol>



	<ul style="list-style-type: none"> <li>○ Bi-annual Jurisdictional Information sharing Analysis for PSSDC &amp; PSCIOC</li> <li>○ Jurisdictional scans and analysis or results, as requested</li> <li>○ Provide insights to the Joint Councils on specific topics of interest</li> </ul>	<ul style="list-style-type: none"> <li>• Provide insights to the Joint Councils on specific topics of interest</li> <li>• Support development of bi-annual Joint Councils Strategic Plan</li> </ul>	<p><b>Daily Newsletters:</b> A total of 245 daily newsletters.</p> <p><b>Research Repository:</b> The group continues to add key research articles to the repository.</p> <p><b>Group Updates:</b></p> <ul style="list-style-type: none"> <li>• Recruitment process underway to confirm a new Research Analyst (expect to fill position in Jan 2022).</li> <li>• A new federal co-chair will be confirmed in early 2022.</li> </ul>
Current State (Mandate)	How Priority Will be Achieved (Workplan)	What Success Looks Like By 2022 (Deliverables)	Deliverables by December 2021
Canada Open Government Working Group			
<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Shares, enhances and</li> </ul>	<p><b>Workplan 2021</b></p> <ol style="list-style-type: none"> <li>1. <b>Develop good practices on open data and COVID-19</b>  <b>Actionable:</b> 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. <b>Lead:</b> Government of Canada with support of Provinces and Territories</li> <li>2. <b>Building open data ecosystems</b>  <b>Actionable:</b> 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. <b>Lead:</b> Government of Quebec with support from Government of Canada  <b>Actionable:</b> Share experience on data visualization tools with COGWW members  <b>Lead:</b> Government of Ontario with support from Government of Canada</li> </ol>	<p><b>Deliverables:</b></p> <p><b>Develop good practices on open data and COVID-19</b></p> <ul style="list-style-type: none"> <li>• <b>Actionable:</b> 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.</li> <li>• <b>Building open data ecosystems</b> <b>Actionable:</b> 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. <b>Actionable:</b> Share experience on data visualization tools with COGWW members</li> <li>• <b>User-centered data portal</b> <b>Actionable:</b> Translate UX in CKAN code</li> </ul>	<p>In 2021, the Open Government WG presented recommendations to the Councils on applying open government principles in service delivery.</p> <p>The OG WG has ongoing initiatives related to good practices on open data, building open data ecosystems and sharing experience on data visualization tools, and user-centered government data portal. The open government portal is upgrading to the newest version of CKAN.</p> <p>This upgrade will allow additional functionalities such as:</p> <ul style="list-style-type: none"> <li>• the ability to preview datasets on a page</li> <li>• the ability to offer API endpoints for datasets</li> <li>• A comprehensive <a href="#">dataset</a> of GC services and related performance information are available on the Open Governmental Portal.</li> <li>• Data is collected from departments using an open-source software developed by TBS – Expenditure</li> </ul>

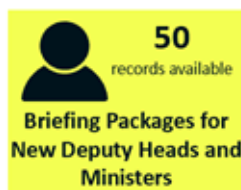
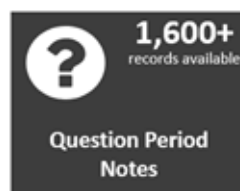
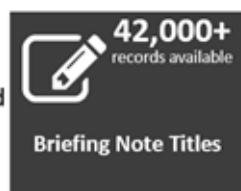
<p>develops common tools, platforms, practices, and policies to help increase the availability of their data and information to Canadians.</p>	<p><b>3. User-centered data portal</b></p> <p><b>Actionable:</b> Translate UX in CKAN code</p> <p><b>Lead:</b> Government of Canada with support of CKAN Working Group Members</p> <p><b>Actionable:</b> Continue the federation of geospatial data</p> <p><b>Lead:</b> Government of Canada with support from New Brunswick and Yukon</p> <p><b>Action:</b> Continue open data standardization</p> <p><b>Lead:</b> Government of Canada with support from provinces and territories</p>	<p><b>Actionable:</b> Continue the federation of geospatial data</p> <p><b>Action:</b> Continue open data standardization</p>	<p>Management Sector and will be linked to <a href="#">GC Infobase</a>.</p> <ul style="list-style-type: none"> <li>The <a href="#">Service Performance Dashboards</a> were launched on open.canada.ca in 2020 and have been updated with the latest service inventory data available in March 2021.</li> </ul> <p>Gov Performance data: <a href="https://search.open.canada.ca/en/si/">https://search.open.canada.ca/en/si/</a></p>
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## Open Government Landscape



## Open Data: Better Service by Anticipating User Wants and Needs

- Proactive publication requires federal institutions to proactively publish various types of information that would be of interest to the public
- Proactive publications are found on the Open Government Portal
- Some disclosures, such as [Grants](#) and Contributions are also available as open data
- Proactive publications are to the Government of Canada's benefit and further helps foster trust**



Current State (Mandate)	How Priority Will be Achieved (Workplan)	What Success Looks Like By 2022 (Deliverables)	Deliverables by December 2021
<b>Open Source Working Group</b>			
<ul style="list-style-type: none"> <li>• <b>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.</b></li> <li>• <b>Provides key basic knowledge around the use of open source software to the Joint Councils.</b></li> <li>• <b>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.</b></li> </ul>	<p><b>Rules: Policies</b></p> <ul style="list-style-type: none"> <li>○ Identify internal policy and legal constraints</li> <li>○ Evaluation of inter-jurisdictional open source and associated repository</li> <li>○ Template policy for publishing government source code as open source</li> <li>○ Requirements list for evaluating open source products for use, as applications or elements of software development</li> <li>○ Example of open source license for government-published open source software</li> </ul> <p><b>Rules: Governance</b></p> <ul style="list-style-type: none"> <li>○ Identify internal governance constraints</li> <li>○ Provide governance framework guidance</li> <li>○ Interjurisdictional IP ownership and governance framework</li> </ul> <p><b>Tools: DevOps</b></p> <ul style="list-style-type: none"> <li>○ Establish list of recommended dev and ops tools</li> </ul> <p><b>Tools: Security</b></p> <ul style="list-style-type: none"> <li>○ Establish list of recommended security tools and frameworks and share security certifications/accreditations</li> </ul> <p><b>Tools: Catalogue</b></p> <ul style="list-style-type: none"> <li>○ Curated catalogue of Open Source applications, tools, frameworks, etc. commonly used in government, with references to usages, expertise, etc.</li> <li>○ Curated catalogue of Open Source applications, tools, frameworks, etc. that can improve citizen experience / digitalization within and across jurisdictions</li> </ul> <p><b>Tools: Collaboration</b></p> <ul style="list-style-type: none"> <li>○ Setup interjurisdictional source code collaboration platform</li> <li>○ Setup interjurisdictional forum/developer community/knowledge base platform</li> </ul> <p><b>People: Knowledge</b></p> <ul style="list-style-type: none"> <li>○ Build Software 101 material</li> <li>○ Build Open Source Software 101 material</li> </ul> <p><b>People: Awareness</b></p> <p>Build communication material</p>	<p><b>The expected deliverables are as detailed in workplan:</b></p> <ul style="list-style-type: none"> <li>• Rules: Policies</li> <li>• Rules: Governance</li> <li>• Tools: DevOps</li> <li>• Tools: Security</li> <li>• Tools: Catalogue</li> <li>• Tools: Collaboration</li> <li>• People: Knowledge</li> <li>• People: Awareness</li> </ul>	<p>In 2021 the Open Source Working Group has seen growing interest and participation. Recent changes show the relative complexity of the domain.</p> <p>The OS WG created a GitHub account and repositories to engage with members/community:</p> <ul style="list-style-type: none"> <li>• <a href="https://github.com/ICCS-ISAC/">https://github.com/ICCS-ISAC/</a></li> <li>• <a href="#">ICCS GitHub website</a></li> <li>• <a href="#">Developer resources for digital trust</a></li> </ul> <p>The OS WG has provided advice to the Councils, as requested, related to the use of open source and ethical implications on the use, contribution, and publication of Open-Source Software.</p> <p>The OS WG is connecting with other groups of the Councils for potential collaboration: Privacy Committee, Digital ID Program and NCSIP.</p> <p>The group is currently working on developing learning material for senior executives on the use of open-source software and will make available in 2022.</p>

# 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.

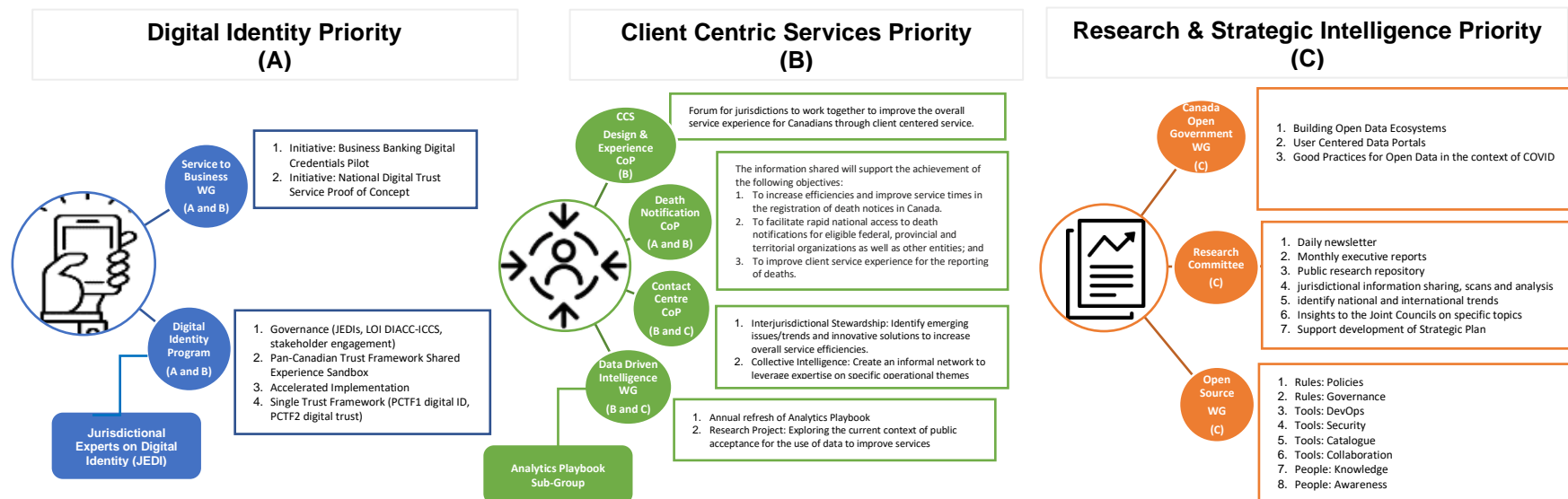
**Section 1 highlights the working groups with targeted DELIVERABLES within the next two years that support priority A, B, and/or C.**

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

## Section 1

1

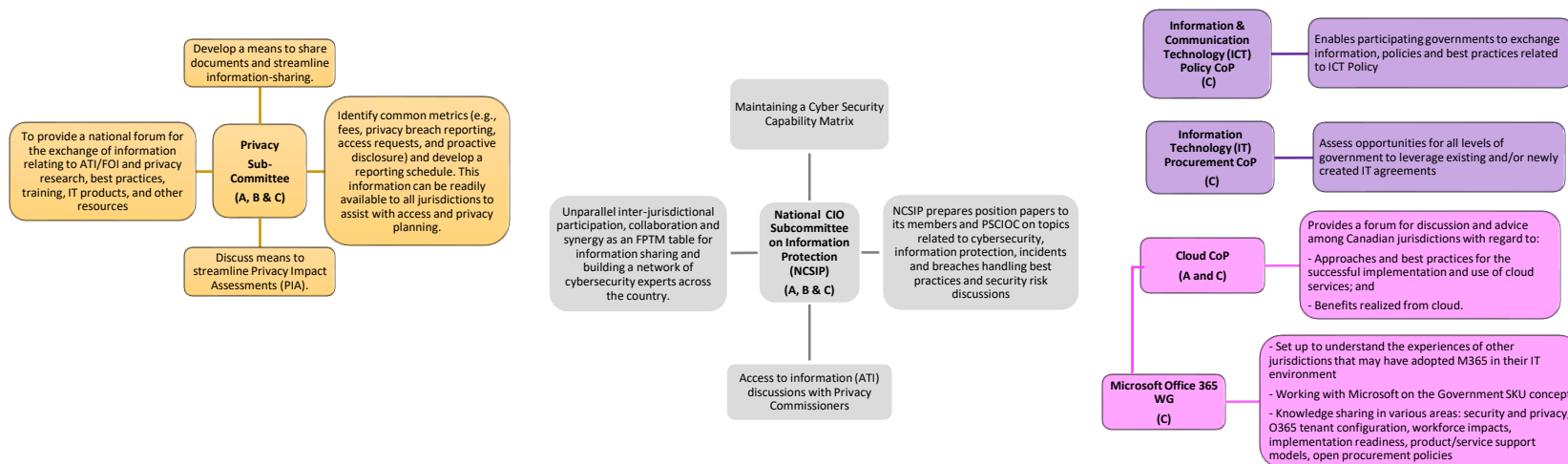
Strategic Plan  
Priorities:  
Targeted  
Deliverables



## 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

• Visit members' only website at: [members.citizenfirst.ca](https://members.citizenfirst.ca)

• Contact ICCS Secretariat:

Maria Luisa Willan, Director, Joint Councils: [maria.willan@iccs-isac.org](mailto:maria.willan@iccs-isac.org).

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