

JOINT COUNCILS MEETING

September 28th, 2022

Record of Decision v2

#	Topic / Discussion	Decision / Action
	Land acknowledgment and welcome remarks by Mark Burns, PSSDC Co-Chair, on behalf of the JC Co-Chairs. Roundtable introductions.	
1.	<u>ADMINISTRATIVE MATTERS:</u> A) Approval of Record of Decision from February 15, 2022, Joint Councils meeting. Record of Decision of Joint Councils' meeting of February 15, 2022, approved without changes. B) Acceptance of September 28th, 2022, Joint Councils Agenda. Joint Councils' meeting agenda of September 28, 2022, approved. No comments or questions raised.	<u>Decision #1:</u> Record of Decision of the Joint Councils' meeting of February 15, 2022, approved without changes. <u>Decision #2:</u> Agenda of September 28th, 2022, Joint Councils' meeting approved without changes.
2	<u>RESTORING TRUST IN GOVERNMENT</u> <i>(Please refer to TAB 2)</i> Dorothy Eng, Executive Director, Code for Canada, Dr. Louise Reardon, Associate Professor, Governance and Public Policy, University of Birmingham, UK, provided a presentation on restoring trust in government. The presentation focused on the following: <ul style="list-style-type: none"> Why trust in government matters <ul style="list-style-type: none"> how problem statement manifests in Canada how problem statement manifests in UK Contributing factors Proposed paths forward <u>Members' discussion:</u> <ul style="list-style-type: none"> Natasha Clarke (NS) stated that the challenge is a government culture where policy makers are at the centre of all things and that every other function in government is subservient. She recommended for multi-disciplinary teams to drive outcomes and putting the citizen at the centre. Code for Canada could play a role in educating and advocating citizen centric approaches to all levels of government so that senior leaders can better understand the concept of 	<u>Action Item #1:</u> ICCS to connect with Code for Canada to explore other opportunities for collaboration with the Joint Councils.

<p>human centred design for all policy decisions. IT is a big player and a challenge for small jurisdictions. It should be a balance in getting those organizations to realize that they are a part of the economy not the whole economy. It all comes down to citizen centric approaches and outcomes.</p> <p>Laura Chang (Code for Canada) responded that her organization speaks often to public sector leaders on policy and related matters and welcomes an opportunity to collaborate with the Councils to continue educating and advocating on citizen centric user design in government.</p> <p>Dorothy Eng (Code for Canada) added that there is more to come, Code for Canada has done user research and identified major themes related to policy and governance. IT is a big employer, big part of the community, especially for small jurisdictions. Need to find ways to work with IT and bring them into the governance discussion and data sharing, need to work towards a common goal.</p> <ul style="list-style-type: none"> • CJ Ritchie (BC) recommended for Code for Canada to take up the challenge in educating government leaders on human centred design and IT. Senior leadership must take into consideration IT as this component is very important for citizen centric design. In government they want user centric design, however, there are no investments made for IT. Agreed with the reference about the characteristics of service delivery around openness, reliability and transparency that impacts and creates trust. She suggested that governments should use digital trust which has increased during the pandemic and COVID response. She inquired if in their research they had noted a difference in experience and citizen trust around emergency time response. During the pandemic, what citizens perceived and needed, and the role government played to respond to the emergency should be looked at. <p>Dorothy Eng (Code for Canada) responded that it's important to discern between trust in government (politicians) and public service. During the pandemic, there was a positive response to the agility of the public service to adopt new ways of delivering services, responding, and spinning up new services, to respond fast to citizens' needs. It is possible that the negative narrative and distrust in government is more on the political side. In general, there may be two narratives: trust in the public service was high, and in the political government was low. It could go through a flow, data captured is more of shorter snapshot in time, it didn't go back, that shift is happening and there are changing narratives.</p> <p>Lousie Reardon (University of Birmingham) added that in the UK, the trust and reliance in digital were high when the government mandate was clear, the message was reiterated and communicated, and people could see the compliance. The problem was with the tracking way system, which was very expensive, had lots of problems and slow and there were headlines for the wrong reasons.</p> <ul style="list-style-type: none"> • Ann Dolan (NB) commented that it was beneficial during the pandemic when there were other departments involved and they had multidisciplinary teams from various jurisdictions within the federal and provincial levels to lean on. Regarding salaries, in the past, people thought that the government pays well with good benefits and good pension. She inquired if Code for Canada has considered doing research around the cost of ownership and the HR cycle: cost of recruiting, posting, training, cost of insurance, and maybe something can be changed, and changing the narrative that the government doesn't pay well. <p>Laura Chang (Code for Canada) agreed and stated that digital talent is another problem as governments cannot compete with the private IT and tech sector. In their recruitment efforts, there is a balance when people are very talented and experienced, they want to use their skills for meaningful change and are willing to take a living wage salary not the highest. How do we get there?</p>	
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- Dafna Carr (ON) inquired on how do we connect what is happening in the service delivery space with the government space and how do we connect it to nobody trusts in government when service delivery quantifiable looks good?

Dorothy Eng (Code for Canada) responded that the challenge is that residents think of government as a massive entity from a user perspective, they don't know or care if it is a federal, provincial, or municipal entity. They are interested in where to show up or how long it takes to get it done. Citizens don't discern what level of government provides which services. The three levels of government should work together. It is the inability to connect where the service is coming from to how they receive the service.

Dafna Carr (ON) added that it should be quantifiable, through surveys and evidence. Having a broad statement about trust is helpful. She suggested that there should be education at all levels around trust in government and including the global government, what is happening around the world and where Canada stands.

Louise Reardon (University of Birmingham) responded that there are two things, for example, in the UK: 1. trust in services is lower if you don't use the service, the perception that if you engage with the service, you are satisfied more and trust it. 2. is the classic problem when the public servants want to deliver services having the political layer on top, so they are responsible for delivery as part of mandate. The challenge is when the mandate is changed, or politicians are doing things that are not seen morally, or political savvy, that negatively affects perception of service in the institution as a whole. It is a sensing that the government and politicians ramp up the expectations around what services can deliver and when they cannot do that because of the lack of resources, or capacity or other reason, there is a vicious cycle. There is a job to be done around the political management as much as can be done and within the senior ranks to manage expectations politically of what services can be delivered and what resources are needed to deliver those services

Laura Chang (Code for Canada) added that there is an important nuance, there are pockets with exceptional service delivery happening and those should be celebrated. One of her jobs is to outreach and do storytelling for the organization. One of the stories she heard was that government is not great at showing off when they do things well.

- CJ Ritchie stated that some of the conversation and questions at the end of presentation are illuminative were is the nuance with the IT vendors, and the recognition that some of the large vendors are important for economic ecosystem of jurisdictions. That would matter to the political layer. And the nuance associated with the pockets of innovation in places where there is trust with high value for service experience. Code for Canada could serve as an educator and advocator of what the JC members do collectively, as a table. It is important that they exist in the narrative. If they don't, it is easy for a politician to say that it is fine and academically true, but that is not all right in jurisdictions. This gives credibility to the message, and it is important to this table that those exist.
- James Gilbert (ESDC/Service Canada) noted that the candour of the language would be welcomed at the senior management level as they portrayed the focus on digital. He commented on the policy, the politics, and the narrative. He mentioned that there is a connection between the policy, service, and IT. At ESDC, we work with statutory programs including Employment Insurance and Canada Pension Plan, which have been in place for many years. Each successive government and political party wants to improve those programs. Improving them increases the complexity of the policy that becomes difficult when it is made digital because it means retrofitting and layering on the changes to old corporate systems. Addressing some of the policy side along with the digital side would be beneficial.

Laura Chang (Code for Canada) responded that in the presentation, Louise talked about retrofitting the century old machine, there are layers upon layers. That is also seen at the private sector, very large old companies have the same issues, they are built on certain platforms and infrastructure. Currently to better serve their customers, they must go back and retrofit how the IT works with the business side, same issue for government. It is not a simple

	<p>challenge, all should be involved: policy, all jurisdictions, private sector, others, because if there is one weakness then the whole thing is at risk.</p> <ul style="list-style-type: none"> Mark Burns (YT) commented that in the presentation there was a reference on the reliance on external vendors, contractors as a contributing factor to eroding trust in government. Code for Canada might want to look at ways that governments use those vendors rather than a statement about the use of vendors or contractors as a factor that undermines confidence and trust in public sector. The skillset that members were looking for was how they manage those vendors, what is the vision, who is in the driver's seat, where is the leadership in getting things done? If a contract is needed, use that talent, innovation which it is a legit use of public funds to do and get things done. How we work with vendors versus the concept of working with vendors, ensuring that we get that right. <p>Laura Chang (Code for Canada) responded that the key word is "reliance" on vendors, it is not wrong to use tech vendors, they should be leveraged, but it is important as to how they are managed. Is the talent and experience in house to manage, lead and direct vendors in a way that is in the public interest, for the public good?</p> <ul style="list-style-type: none"> Adrian Poveda (BC) stated that an area of opportunity for BC is around transparency in procurement. Citizens compare against the private sector, we can tap into subject matter expertise, we can contract and expand using their business models. There are big amounts in terms of contracts and size of procurement, but that translates into significant savings to public savings. Dan Batista (ICCS) noted that much of what the presenters shared aligns with the research that is done at the ICCS. There is a distinction between measuring reputation, satisfaction, and trust in public sector institutions versus on what is going on at the political level. It is important to build those agile teams with the right mix of people. The obstacle is the reality of the Westminster model of government running to catch up. It is a question of what is the fit of that role and how to bring in the skillsets that are needed to get the work done. This could be a further point for discussion. Mark Burns thanked the presenters for the great presentation and for their time. He echoed the comments on advocating, educating, helping to modernize the thinking around service delivery, human-centric design, and the role of IT, all of this is critical to the work of the Councils. 	
3	<p><u>DIGITAL TRUST / IDENTITY PROGRAM</u> <i>(Refer to TABs 3A to 3C)</i></p> <p>Natasha Clarke, (Digital ID Program SWAT Team Co-Chair), and Peter Watkins, (Pan-Canadian Digital Identity Program Executive and SWAT Team Co-Chair) tabled for decision a plan to establish and manage a Pan-Canadian Digital Trust and Identity (DTI) Program Office, which will advance the digital trust and identity objectives of the Councils.</p> <p>The DTI program office will plan, enable, implement, and ensure coordinated capacity and collaboration across member jurisdictions in the pursuit of shared objectives. The establishment of a DTI program office marks a significant step in the Councils' commitment to accelerate Canada's digital journey to better serve citizens and businesses.</p> <p>Members were asked to consider the following three recommendations.</p> <p>A) Three components to support a Digital Trust Program Office:</p> <ol style="list-style-type: none"> 1. FPT Secretariat and Communications 2. Support for aligned collaboration of Jurisdictional Implementation Teams 3. Preliminary support for the small and medium size jurisdictions <p>B) The elements of each component</p>	<p>Decision #3:</p> <p>Members provided their support, in principle for the creation of a Digital Trust Program Office:</p> <p>A. Three components</p> <ol style="list-style-type: none"> 1. FPT Secretariat and Communications. 2. Support for aligned collaboration of Jurisdictional Implementation Teams. 3. Preliminary support for the small and medium size jurisdictions. <p>B. The elements of each component.</p>

<p>C) The approach for distribution of the required levels of funding</p> <p>Natasha Clarke thanked Peter and team for unpacking all the pieces and developing a proposal. It possible now to see the expected deliverables, it is not a conceptual thing anymore. Those teams that are doing this work in various jurisdictions, whether it's Jurisdictional Experts on Digital ID (JEDI) or other people involved in this work, need our support to advance digital identity. Members in each jurisdiction have work to do, to put in place technology to advance digital identity. As Peter Watkins noted, this work is about a pan-Canadian approach where they put citizens at the centre. There is the need to create a support team under the Digital ID program within the ICCS. Additional support is required as people who work on this are at maximum capacity.</p> <p>Council members, as leaders in this space, need to help their teams. In Nova Scotia the best deliverable is trust. It is about service improvement, which is fundamental as service consumers, but there is a different lens for members to be aware and mindful of, as public servants, we must protect citizens, we have the responsibility of public good and public safety. This is now a public safety, cybersecurity, issue, and we have work to do to protect Canadians, to evolve and iterate. We are talking about the next iteration; we need to lean in on this. Government has a role to be a value creator for the digital economy. There are implications and the benefits that could come by creating and putting a trustful credentials in citizens' hands. This is a big milestone for Council members.</p> <p><u>Members' Discussion:</u></p> <ul style="list-style-type: none"> • Dafna Carr (ON) mentioned the need to look at the content of the work not the mechanism, however it is important to understand the mechanism as well. This resonates particularly the part around what we need to do to prepare the political side and ensure that as this crosses into different phases, there are materials and communications that would be available. This is a very important element. She advised on her support, being aware that Rob Devries is a part of the JEDIs and others, and there are numerous changes going on in Ontario. Ontario's commitment does not waver and with Mohammad Qureshi as the PSCIOC member and others would like to understand how to further contribute to this work. • Dave Heffernan (NL) stated that as a small jurisdiction they are eager to contribute and work together with the larger jurisdictions. They have a minister that is committed to pilot on digital credentials, he was very supportive and agrees with everything that is being proposed. In his 10 years at the table, he has seen more progress on the Digital ID front since Peter Watkins joined than in previous years. Kudos to Peter and the JEDI team. In small jurisdictions they don't have the capability, the skills, or people to do it all. • Linda Maljan (NT) commented that she is representing the service delivery side for the Northwest Territories. The inclusion of small jurisdictions, the consideration of them from the beginning, and to seeing it articulated here has been appreciated. There is a small price tag in the high-level plan. NT gives its full support from the service delivery side. • Mark Burns (YT) noted that from Yukon's perspective is a good piece of work, seeing the path and what will be accomplished. All jurisdictions noted the list of things and thinking of how they can get it done in a way that would work with everyone else across the country. There is a lot of value in this approach, and it is not dictating the solution. It is providing the horsepower to get everyone on board. Wherever members are in their journey, it allows them to keep pace with what is going on. He appreciated the effort and is supportive. • Mohammad Qureshi (ON) supportive of this approach. It is required, he and his colleagues will think on how to support these efforts. Lots of progress has been seen in the last 12-18 months thanks to Peter's leadership and the JEDIs. 	<p>C. The required funding levels for each component.</p> <p><u>Action Item #2:</u> ICCS and Digital ID Program Executive to proceed with next steps in the creation of the Pan-Canadian Digital Trust Program Office. SWAT Team to report back to the Joint Councils on progress.</p>
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<p>He needed clarification on the outcomes that they want to achieve for the money being invested. He recommended to be very clear on what they want to achieve in the next 6 or 12 months, so they all advance together. They must ensure that they all are agreeing on the same thing, as sometimes is challenging to get the political side onboard.</p> <ul style="list-style-type: none"> Natasha Clarke (NS) commented that as a CDO, Nova Scotia appreciated using the model that they are all familiar with the ICCS for the funding approach. The estimate for NS is reasonable, and they have Digital ID investments. They need to be clear of what the outcomes are, but she was ready to commit the funds. The work must proceed, the narrative has the right key messages at the minister's level or briefings with Privacy Commissioners. This is an evolution of the Councils going from information sharing to hard-core delivery, this is what makes sense, and we are committed to what to do next. Paul Wagner (TBS) noted that the proposed funding works from the perspective of the Government of Canada, fully supportive. The team Canada model is great. We have a way to demonstrate to the DMs and Ministers how we serve Canadians, regardless of what jurisdiction you are in, how that would work multi-jurisdictionally, including the municipalities. This is a model on how we can move forward in improving services. This provides us the platform to talk about this as a public service to Canadians. The framework set up by Peter and the SWAT team with 3 pillars of work is straightforward. It helps us motivate the federal government, because we must have our house in order in terms of digital identity/digital credentials. It is our ministers' mandate from a federal perspective, however, there are numerous players within the federal departments that need to line up from a direction's perspective. This proposal would show to the ADMs and DMs within the ecosystem what the Councils do nationally. Silvano Tocchi (CRA) inquired that he expected to see something related to the standard approach, the discussion was positive in the last years in which collaboration, partnership, integration would be beneficial. Is there a change in philosophy adopted? <p>Peter Watkins (Pan Canadian Digital ID Program Executive) responded that there are conversations on how to reach compatibility. Many people refer to standards, which are numerous, but the teams working on digital identity are aware of this. The important thing is that it works in a compatible way, at scale through the entire economy. Interoperability was a technical term.</p> <ul style="list-style-type: none"> Natasha Clarke (NS) noted that there is some on key principles. It is a complex problem, and the space is changing. That work of standards has been thought through. It is part of the team, and they are learning as they are doing. The Pan-Canadian Trust Framework (PCTF) has been tested through proof of vaccination. Currently there is BC, QC, ON, and others that are testing things in a deeper way, but there is some work on the principles, as they need to start to come together. Part of resourcing a team is to think about those principles and make the word standards at the right time. As the team is established, the vendors will be managed appropriately. There is some work to be unpacked as we mature. Standard is rigorous work, but it needs to be there. Liz Byrne-Zwicker (NB) supportive and New Brunswick understands the importance of digital identity however she was informed by senior government that digital identity is not a priority this year. They would discuss later what would be their participation level and appreciated that the rest of the provinces are moving forward. Mohammad Qureshi commented that as they start developing the team within the ICCS to support the Digital ID work it would be helpful to understand what the long-term vision for that team might be. The skillsets required. It would be beneficial to understand the long-term goal to be an accredited organization so as we start pulling those teams together, they are building some things. It would be good to have an organization or a place that we look to help guide the conversation as it goes across the jurisdictions. There is some work happening as part of the CIO Strategy Council 	
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<p>and others that are doing standards and accreditation, but it would be beneficial to understand the work that would happen through the ICCS, the investments that we make and how those investments are working towards our goals.</p> <p>Natasha Clarke responded that first order of business is to get a team in place so that the roadmap of the future starts to be mapped out. She appreciated members' feedback on the proposal. Embedding in the ICCS, as the PSSDC & PSCIOC's legal enterprise, independent platform, they can play a role of convenor to bring the right players together (like DIACC, CIO Strategy Council, private sector, and others). Currently, the Councils don't have the mechanism to convene that in a pan-Canadian way.</p> <ul style="list-style-type: none">• Jackie Stankey (AB) will report back to her senior leadership. As they are preparing for the Ministers and Deputy Ministers' forum on Cybersecurity and Digital ID, she inquired on how this program would fit in a larger public safety infrastructure conversation given all the geopolitical and cyberattacks that are so prevalent. That would be a key foundational piece for all jurisdictions to be protected from future cyberattacks and it would be on their roadmap. <p>CJ Ritchie (BC) responded that the team that members will form is going to work on the plan around the priorities that the Ministers and Deputies on Digital Trust and Cybersecurity are asking them to work on. There is a narrative in BC to use the digital trust and cyber together. The model outlined a few options, and some jurisdictions expressed support to move forward. The SWAT Team requires to know if there are members that cannot decide on the model, the budget or both. Given that the Ministers will meet soon around these objectives, and we need to have a clear understanding of what supports means, what model that you are supporting and whether you can commit from your jurisdiction's perspective to both the model and the cost associated with this. From BC's perspective, fully supportive of this plan, along with some other larger jurisdictions.</p> <ul style="list-style-type: none">• Jonathan Kelly (QC) noted that this is a unique opportunity. In Quebec is urgent in terms of cybersecurity and we think that the digital identity is a cornerstone to improve security for Canadians. This window of opportunity in politics is not open for a long time and it will close in the coming months. The time is right to act now and bring it forward.• Dafna Carr (ON) seek clarification on contribution agreements, if those were referring to the FTEs that the members would fund, or those were funded? it is important clarification for large jurisdictions, as they had some issues in the past with the membership fees going up and the Government of Ontario wasn't pleased about not seeing the value of that contribution. <p>Natasha Clarke responded that there would be a limit for funding and elements that would be in kind. In terms of FTEs, there were other models in the past, like Peter's role, as a secondment incorporated into the ICCS. There will be a combination of funding to buy licenses and other things and talents with access in each member's organization, with experienced people who understand digital identity space.</p> <p>Dan Batista (ICCS) added that there are numerous details to be worked out. As a federally incorporated non-for-profit organization, contributions agreements can be set up. It will be determined if it is a monetary element or in-kind contribution may also be used. The membership fee approach that is in place could be used or a combination: contribution agreements along with increased membership fees. He suggested to look at mechanisms used by the respective jurisdictions (i.e., Interchange Canada which moves people from federal departments to non-profit organizations). There are different ways, and they would all be considered by the ICCS – flexibility will be key.</p> <p>Motion moved by Harry Turnbull (MISA Ontario):</p> <p>A. The need for the three components of a Digital Trust Program Office:</p> <p>1. FPT Secretariat and Communications</p>	
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	<p>2. Support for aligned collaboration of Jurisdictional Implementation Teams 3. Preliminary support for the small and medium size jurisdictions B. The stated elements of the components C. The approach for distribution of the required levels of funding</p> <p>Motion seconded by Paul Wagner</p> <p>Vote by jurisdictions: Yukon: Mark Burns, British Columbia: CJ Ritchie, Newfoundland and Labrador: Dave Heffernan, Northwest Territories: Linda Maljan, Ontario: Dafna Carr, Nova Scotia: Natasha Clarke and Gillian Latham, New Brunswick: Judy Ross, ISD: Shaifa Kanji, MSDO: Shelley Darlington and Michelle Orth, Alberta: Jackie Stankey, Treasury Board of Canada Secretariat: Paul Wagner, Manitoba: Jean-Paul Fradette, Quebec: Jonathan Kelly, Prince Edward Island: Tracy Wood.</p> <p><i>(Absent) Nunavut and Saskatchewan.</i></p> <p>Natasha Clarke thanked all members for their support. This is a big milestone for Council members, and we will look back with pride to have decided to move forward.</p>	
4	<p><u>FPT DMs' TABLE ON SERVICE DELIVERY COLLABORATION</u> <i>(Refer to TAB 4)</i></p> <p>James Gilbert (ESDC/Service Canada) stated that the success of the Joint Councils' Digital ID program to move forward the digital identity file would be the closer collaboration between the Joint Councils and the new DMs' and Ministers' Tables on Digital Identity and Cybersecurity that would direct and sponsor this work.</p> <p>He advised that ESDC and British Columbia (Sheila Robinson) share the secretariat role for the FPT DMs' Table on Service Delivery Collaboration and are looking for a stronger connection between the work of the Councils and the DMs' Table.</p> <p>A summary of the upcoming fall agenda items for the FPT DMs' Table was provided:</p> <ul style="list-style-type: none"> • October 17, 2022: Presentation from Manitoba on data visualization and artificial intelligence, followed by a discussion on the DMs' Table strategic forward agenda. • December 7, 2022: Potential NB presentation on service delivery channels and CRA on their work on robotic process automation. <p>The DMs' Table's strategic forward agenda will be reviewed and confirmed at the October meeting based on the new Ministers' and DMs' Tables on Cybersecurity and Digital ID. Prior to these two new tables, the DMs of service delivery collaboration had two major priorities: Cybersecurity and Digital Identity. With the new tables, there will be a need to co-operate and avoid duplicating efforts. This will be discussed at the meeting of the FPT DMs' Table on Service Delivery Collaboration on October 17th. Other priorities of the FPT DMs' Table are related to staff recruitment and retention, client experience, service simplification and work on data.</p> <p><u>Members' discussion:</u></p> <ul style="list-style-type: none"> • Sheila Robinson (BC) added that the DMs' Table is looking to working with the Joint Councils' members. They want to confirm with members that those are the right priorities, if the members support those priorities, or if something is missing. The table priorities are cybersecurity, staffing, digital ID, client experience, service simplification and data. 	<p><u>Action Item #3:</u> British Columbia to share the material that has been developed for the DMs' meeting in November and the Ministers' meeting in January with the FPT DMs' Table on Service Delivery Collaboration Secretariat.</p>

	<ul style="list-style-type: none"> • CJ Ritchie (BC) advised that at the PSCIOC meeting of September 29th, CIOs will discuss the draft materials that are prepared for the upcoming DMs' meeting of November 3rd and the Ministers' meeting in January 2023 in Vancouver. She suggested to share those materials with the Secretariat of the FPT DMs' Table on Service Delivery Collaboration. There is overlap between the priorities of the FPT DMs' Table on service delivery and the new tables on Digital ID and Cybersecurity. There may be a path forward where the FPT DMs' Table on Service Delivery Collaboration could delegate responsibility to the new DMs' table. At some point of maturity in the future, the Joint Councils and the tables of Deputies that are now governed separately on service delivery and digital identity and cybersecurity may converge. If they do, that would be a sign of success. There is alignment that needs to happen. • Natasha Clarke (NS) stated that Nova Scotia is in a unique situation, where her DM has a responsibility and is part of the DMs' Table on service delivery collaboration as well as the new Digital ID and Cybersecurity, as the Digital ID champion, who is responsible for Nova Scotia digital services. There is an easier path in terms of the briefing, there are numerous things on the list to be tackled. She was pleased that the table was prioritizing and thinking about these things. As public servants, need to ensure how to support the work and not duplicate efforts. • James Gilbert responded that the DMs' Table Secretariat will take into consideration CJ's and Natasha's suggestions. The deputies on service delivery have lot of exciting work ahead that does not entail the digital side. There are enough issues to tackle in terms of service across jurisdictions. 	
5	<p><u>SERVICE TO BUSINESS WORKING GROUP</u> <i>(Please refer to tabs 5A)</i></p> <p>Julie McAuley (ISED, DDIB), Kaine Sparks (BC Registries & Online Services) provided a status update of the Business Banking Digital Credentials pilot.</p> <p>Next steps:</p> <ul style="list-style-type: none"> • Pilot recruitment of business owners. • Pilot with businesses Winter 2022/23. • Review lessons learned and key takeaways from the project. • Discuss next steps following pilot with executive committee. <p><u>Members' discussion:</u></p> <ul style="list-style-type: none"> • CJ Ritchie (BC) noted there is good alignment between pilot, the credentials work, and the way the prototype was built with digital trust in BC. As we build out the trust framework there will be an ecosystem of wallets for citizens to choose. As this prototype is being built and looking for the use case associated with the banking use case, did the S2B working group contemplated the use of the BC wallet that's been already built with interoperability in mind. The more credentials the citizens can use, and the more usability is built in, the more uptake there will be and the easier would be to implement. She added that starting from a place of simplicity is very important. She inquired about the integration plans for BC. <p>Kaine Sparks (Service to Business WG Co-Chair) responded that they are working closely with Jillian Carruthers and the Digital team within BC, with wallet adoption and what is going to be available across jurisdictions.</p> <ul style="list-style-type: none"> • Kathleen Butler (CRA) inquired if the presenters could expand on the breakdown of the types of businesses, were they smaller, larger, industries or a mix of all businesses sizes and types? 	<p><u>Action Item #4A:</u> Service to Business Working Group Co-Chairs to work with Digital Trust Program Executive team to align and support work related to digital credentials across jurisdictions with the work of digital identity.</p> <p><u>Action Item #4B:</u> S2B Working Group Co-Chairs to provide a progress report on the Business Banking Digital Credentials pilot and the National Digital Trust Service Pilot at an upcoming JC meeting.</p>

<p>Paul Jackson (TBS) responded that they are working with banks to determine and identify businesses. The target is for those that already registered businesses not new ones. The criteria will be determined, they are looking to do recruitment. There are discussions on the recruitment process, but the intent is for small and medium enterprises.</p> <p>CJ Ritchie (BC) asked on the plans around how their work will integrate with OrgBook BC or some of the other digital assets that already exist in BC.</p> <p>Kaine Sparks (Service to Business WG Co-Chair) responded that they have demonstrated that the verified credentials can be issued but it leads to that vision of where the OrgBook started, being a place to display your credentials in various ways. As a group there are real life implications for all of those to move forward and they will discuss next steps.</p> <p>Julie McAuley (Service to Business WG Co-Chair) added that they were thinking of next steps and how to move the discussion forward at the executive level in the coming months, looking at the scope of the pilot and moving from pilot to operationalization, how this would work. The results of the user experience testing are being finalized and that would help to set direction. We want to ensure that businesses and individuals can use it. Relying on the usability testing will be very helpful.</p> <ul style="list-style-type: none"> • CJ Ritchie (BC) noted that if the group is in a discovery phase and there is not a prototype built yet, there is an opportunity to ensure that there is alignment with the team that is working on the prototype and the digital assets that they want to leverage. <p>Julie McAuley (Service to Business WG Co-Chair) confirmed that they are in the discovery stage, and she added that they have to discuss that at the executive level around the capability to do the connection points.</p> <ul style="list-style-type: none"> • Jonathan Kelly (QC) inquired where the group is in terms of planning for the business digital credentials? In terms of governance, were the business credentials be attributed or associated with an individual credential or there will be business accounts? <p>Kaine Sparks (Service to Business WG Co-Chair) responded that within the pilot, the ability to do that test will be available, currently they are going to issue credentials like BC registries. The birthplace of BC business and the verified credentials are issued that as an individual who owns that business, that is in the wallet and then through an identity program, a verified person would be issued that, which is BC specific, but the same idea would be for their partners. Overall, they will have that available in the coming months.</p> <p>Update on National Digital Trust Service Pilot presentation and the Proof of Address Use Case, City of Montreal <i>(Please refer to tabs 5B & 5C)</i></p> <p>Phase 2 includes testing key digital credential use cases through the National Digital Trust Service Pilot.</p> <p>What is next for this work.</p> <ul style="list-style-type: none"> • Leverage Canadian innovators to evolve the National Digital Trust Service Pilot and the larger digital credentials ecosystem, including: <ul style="list-style-type: none"> ○ Innovative Solutions Canada Testing Stream calls for proposals for: <ul style="list-style-type: none"> ○ Digital credential issuing and verifying services ○ Digital wallets ○ Trust registries 	
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<ul style="list-style-type: none"> ○ Innovative Solutions Canada challenge for universal digital wallets • Collaborate with public and private sector stakeholders on: <ul style="list-style-type: none"> ○ Exploring, implementing, and testing key digital credential use cases ○ Evolving the digital credentials ecosystem ○ Enabling interoperability and mutual support for digital credentials across sectors and jurisdictions <p><u>Members' discussion:</u></p> <ul style="list-style-type: none"> • Natasha Clarke (NS) commented that members of the Councils made significant decision in terms of the go forward around investing in a team. It is great work happening in this space and kudos to the team. What can members do to support the S2B Working Group and ensure that this work and the digital ID/trust work led by Peter Watkins is connected and coordinated, to help us achieve objectives from a collective impact perspective, as we are deploying our limited resources in a concentrated way to solve the right problem. • Paul Wagner (GoC) commented that there is work going on in every jurisdiction and need to understand who is doing what. The team that will be formed for the Digital Trust needs to do that and report back to members. Kudos to the S2B Working Group who worked on this initiative, and for sharing the work. From a transparency perspective, there are numerous players engaged in this file, but they must work together. The team established for the Digital ID perspective will stimulate that. We start this work, and we got a clear mandate to do it. • CJ Ritchie (BC) pleased that the work starts to be in alignment and ensure that there is a team dedicated with strategic objectives that we are trying to achieve while the teams in each jurisdiction keep going in terms of the digital modernization that we need to do. They must ensure that there is interoperability and alignment across all that work. In the presentation, there was a reference to the standards and that the Standards Council of Canada will be looking at what standards are required. Members need to be mindful of the role that jurisdictions play and the sovereignty they have as issuer and verifiers of ID and need to be cautious around that as alignment is needed. We don't want to duplicate efforts. The first order is the workstream for the horizontal team on how we best align and how we ensure that what we want to achieve, in terms of strategic objectives for a pan-Canadian Digital ID and Trust framework, is done. • Paul Wagner (GoC) added that it is for the Digital ID and SWAT team to get awareness and develop an inventory to establish who is doing what in this digital ID space. Then, to inform members so they learn about the digital trust pilot, related to the digital wallets. We learn of what kind of alignment is possible and then start to combine resources to get to faster outcomes. • Jonathan Kelly (QC) commented that the City of Montreal shows why members are on the right path. Delighted to see the actual use cases in the presentation in terms of the value that Digital ID brings to different jurisdictions and levels of government, but it also highlights members responsibilities as public servants, regarding citizens tax burden. Having the proof of concept is beneficial, however members need to collaborate and be aware of what is happening, before paying twice or thrice for the same thing by each level of government. We must know when to converge and create synergy, because there are issues with talent in IT, we cannot allow ourselves to start from scratch. It is difficult inside the jurisdictions, because of lack of communication between departments. We have to figure out which way we create the community of practice across jurisdictions, across levels of government, across Canada around this topic to ensure that we are as efficient as possible going forward and not lose momentum. • Paul Wagner (GoC) stated that there is a level of trust that they have to establish, informal trust within the eco-system. If a jurisdiction is working on something that meets the standards, another jurisdiction can reuse it and move forward, 	
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	<p>without retesting it or redoing it. The brand is the Government of Canada, Team Canada, as we move this forward. There are discussions about talent gap that exists, and Catherine Luelo often speaks about a 30% talent gap. If members prioritize and move resources into areas that serve more than one vertical, the talent gap won't exist, there is a prioritization issue and there is an opportunity for members to consider this.</p> <ul style="list-style-type: none"> Natasha Clarke (NS) suggested for consideration that the pan-Canadian team on Digital ID to work in the open, blogging and sharing what they are doing, being as transparent as possible. It would be challenging to stay on top of all committees. In some instances, it could open criticism, but it could also help others to learn of the work and see the alignment happening. 	
6	<p><u>OPEN SOURCE WORKING GROUP</u> <i>(Please refer to TABs 6A and 6B)</i></p> <p>Guillaume Charest and Bianca Tomazeli, Co-Chairs of the Joint Councils' Open Source Working Group, gave a project overview related to the work underway to develop learning material on the use of open source in government. Guillaume advised that Open North was awarded the contract, as approved, by Joint Councils for the development of the learning material.</p> <p>This is learning material for executive-level and non-technical audience on the use of open source software and associated best practices, contributions to third party projects, and on publishing government owned source code. Seeking members' feedback on progress made that would allow the group to iterate before completing deliverable.</p> <p>Steven Coutts and Matthew Claudel, Open North, provided an overview of the course material.</p> <p><u>Members' discussion:</u></p> <ul style="list-style-type: none"> Dave Heffernan (NL) thanked all who contributed to the development of the learning material. As a small jurisdiction, there is not too much done on open source, however, he was looking for ways to help his team to get more exposure to open source. This work is a step forward for small jurisdictions. Linda Maljan (NT) pleased with the learning material that the group along with the consultant have developed. Northwest Territories has a member on the team that can contribute to this work. There will be great use of the material in the future. In the NT, they are not ready, but she looks forward to getting this implemented to improve their technical literacy across the organization and with their teams. Jonathan Kelly (QC) commented that it is more relevant than ever to talk about open source. He inquired on how Cloud gets integrated to this. Most cloud architectures work is in open source software. Big vendors save money on resources using it. The perspective is evolving in terms of open source and the SaaS world. Kaine Sparks (Service to Business WG Co-Chair, BC) advised that education is key. Within BC it was beneficial work in this space since Peter Watkins developed the exchange lab and the partnership in their jurisdiction. Overall, part of the problem is the actual benefit and how that was useful, as the executive director of BC Business registries to drive into that space because they've done it all, but they are missing something. There is no contributor, and it doesn't really matter if it's open source, or blockchain, etc. The challenge is trying to make people reuse open source code for various reasons. Trevor Crawford (SK) stated that in his jurisdiction, they are going on an IT renewal exercise, where people in digital services have big interest in open source concept. He was delighted with the approach in the material for the executives, the material goes through all the steps and gives the community the sense of what is done is done 	<p><u>Action Item #5:</u></p> <p>Open North to finalize the Learning Material for the Executives based on members comments and provide the final deliverable to the Councils. Material to be posted on the ICCS site.</p>

	<p>correctly. He asked on how they stay connected for the next steps after the meeting and getting involved in the learning material. They are starting the open source journey, they were doing numerous RFPs for their systems that are vendor proprietary.</p> <p>Matthew Claudel (Open North) responded that the material will be shared with Trevor and the consultant will be working together with the Open Source Working Group to identify an ongoing approach to stewarding the community of practice and SK can get involved. They will look into specific software packages to be using in an open source manner and would be glad to have a specific use case and help with the procurement and thinking about a particular software whether is Notify or CKAN or other kinds of open source software that could be tested out.</p> <p>Guillaume Charest (Open Source WG Co-Chair, CDS) thanked everyone for their input and advised members to address additional questions directly to him. He emphasized that open source is not an end goal, it is just a way of working, it is enabling them to work in the open, create a community and increase our collective capacity. It is about trust, openness, and collaboration. We are all in this together and hopefully this material will bring clarity to us as public organizations.</p>													
7	<p><u>HYBRID WORK MODELS IN THE CANADIAN PUBLIC SECTOR</u> <i>(Please refer to TABs 7A to 7C)</i></p> <p>This topic was deferred to an upcoming JC meeting.</p>													
8	<p><u>ICCS BOARD REPORT</u> <i>(Please refer to TABs 8A and 8B)</i></p> <p>Natasha Clarke (ICCS Board President, NS), Paul Pierlot (ICCS Board member and Treasurer) and Dan Batista (Executive Director, ICCS) presented the ICCS Board report.</p> <p>ICCS was seeking approval from the Joint Councils on the following recommendations:</p> <ol style="list-style-type: none">1. PSSDC and PSCIOC Support Services Fees for the 2022-2023 fiscal year be adjusted by a minimum of 5% as follows: <table><tr><th></th><th>2014 Fee</th><th>5% Increase</th><th>2022-2023 Fee</th></tr><tr><td>PSSDC</td><td>\$121,000.00</td><td>\$6,050.00</td><td>\$127,050.00</td></tr><tr><td>PSCIOC</td><td>\$124,630.00</td><td>\$6,231.50</td><td>\$130,861.50</td></tr></table> <ol style="list-style-type: none">2. Effective 2023-24, the PSSDC and PSCIOC Support Services Fees will be indexed annually based on the Consumer Price Index (CPI).3. Establish an ICCS-Councils Task Team to review the relationship between the ICCS and the Councils and determine what future services and support will be required, and what funding model(s) should be considered. <p>Members' discussion:</p> <ul style="list-style-type: none">• Ann Dolan (NB) inquired whether the structure fee was the same methodology used for what they discussed in the morning about Digital ID, based on population?		2014 Fee	5% Increase	2022-2023 Fee	PSSDC	\$121,000.00	\$6,050.00	\$127,050.00	PSCIOC	\$124,630.00	\$6,231.50	\$130,861.50	<p><u>Decision #4:</u></p> <p>Members approved the 3 recommendations by the ICCS Board:</p> <ol style="list-style-type: none">1. PSSDC and PSCIOC Support Services Fees for the 2022-2023 fiscal year be adjusted by a minimum 5%.2. Effective 2023-24, the PSSDC and PSCIOC Support Services Fees will be indexed annually based on the Consumer Price Index (CPI).3. Establish an ICCS-Councils Task Team to review the relationship between the ICCS and the Councils and determine what future services and support will be required, and what funding model(s) should be considered. <p><u>Action Item #6A:</u></p> <p>ICCS Secretariat to adjust the PSSDC and PSCIOC members' annual contributions as per decision by the Councils.</p>
	2014 Fee	5% Increase	2022-2023 Fee											
PSSDC	\$121,000.00	\$6,050.00	\$127,050.00											
PSCIOC	\$124,630.00	\$6,231.50	\$130,861.50											

<p>Natasha Clarke (ICCS Board President, NS) responded that the framework that is in place at the ICCS helped Peter Watkins to develop that ask for the Digital ID which has been the base for the membership dues each year.</p> <ul style="list-style-type: none"> Mark Burns (YT) inquired if the membership invoices have been sent out, or there will be a second invoice for the current year? <p>Natasha Clarke (NS) confirmed that the invoices have been sent out for 2022-23. Another set of invoices won't be reissued.</p> <p>Sean McLeish (PSCIOC Treasurer, YT) recommended that, for administrative reasons, to take the current year increase out of the reserves.</p> <p>Linda Maljan (PSSDC Treasurer, NT) agreed with the recommendation to take the amount from each Council's reserves for this year and that next year's invoices will include the increase.</p> <ul style="list-style-type: none"> Natasha Clarke reiterated that the invoices in subsequent years will be adjusted based on the second recommendation. James Gilbert (ESDC/Service Canada) was supportive, and he inquired about the scope of the review of the Councils and ICCS relationship. What are the expected outcomes? <p>Natasha Clarke responded that the scope of the work is to look at the relationship between the ICCS and the Councils to seek better alignment and collaboration. It is a 20-year model in terms of how we are structured and how we work together. The problem we are trying to solve is that as the Councils are moving to more of a co-delivery model rather than just information sharing, we must have the right model in place. There is an opportunity to explore how do we build a tighter relationship. We are the members of the organization. We need to be concerned about the financial well being of the ICCS. Every year there are challenges with the current model. The task team that would be created would explore the questions like how we ensure that we are supporting the ICCS so that they can support the Councils and meeting the needs of the Councils as we go forward.</p> <ul style="list-style-type: none"> Dan Batista (ICCS Executive Director) added that it is about having an ongoing forum for discussion. It is best to have a smaller group of people to discuss the future of the relationship between the Councils and the ICCS and to report back to the full membership. Jackie Stankey (AB) noted that Alberta, as well as most members of the Councils, support the FPT DMs' table and the newly appointed ministers' table on Cybersecurity and Digital ID. In terms of the overall governance, is there a connection between the FPT DMs table on Service Delivery and the new Ministers' table. Looking for strategic alignment. Would this work identify the strategic connections between the Councils and between these other tables? <p>Natasha Clarke (NS) responded that this is a good point for consideration. For now, the scope is narrow, but the task force would have an opportunity to consider other items and welcome other perspectives on this. There are many linkages, and connections. In smaller jurisdictions there may be the same person helping the member to support FPT DMs' table on service delivery and the Deputy Ministers table on Cybersecurity and Digital ID. There is a real opportunity, but the desire was for now to keep the scope focused on ICCS and the Councils.</p> <ul style="list-style-type: none"> Silvano Tocchi (CRA) mentioned that there are two discussion points that are not listed or are implied: 1. ICCS operates a series of services on a cost recovery basis, and there are services provided now that costs are not being recovered, which he thinks that is one of the drivers that we found ourselves in, 2. Those that may be buried in the 	<p>Action Item #6B:</p> <p>ICCS to proceed with next steps on convening a task team comprised of the following members to review the relationship between the ICCS and the Councils.</p> <ul style="list-style-type: none"> ICCS Board President ICCS Treasurer ICCS Executive Director PSSDC and PSCIOC Co-Chairs (or their representative) PSSDC and PSCIOC Treasurers Representation from the PSSDC and PSCIOC (1 additional representative from each Council)
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	<p>funding model, so there is a need to future proof the funding source, having a review of annual fees so that the ICCS and the Councils can better operate in the future. This was an issue in the past and he recommends that the task force considers it more explicitly.</p> <p>Natasha Clarke (NS) thanked Silvano for the observations and noted that there may be numerous sub-bullets under all the questions.</p> <ul style="list-style-type: none"> • CJ Ritchie (BC) added that building out a team to support the work and priorities for deputies and ministers, this is a sign of maturity. When we are doing work and the framework no longer fits means we are innovating. This is heartening, if the work we are doing now in the way that we perceive forward no longer fits the model started 20 years ago, that is a sign that we are going in the right direction. It is a sign of success. • Dan Batista (ICCS) added that any organization would need to reinvent itself and where we find ourselves and some of the challenges especially on the financial side stand for the fact that we are doing things that we never thought we would be doing. We are not cost recovering, we are absorbing a lot of the costs that are hidden, but that is the nature of this organization and how it was created and that is the can-do attitude, we make it happen and that becomes the norm. If we don't start having this conversation about what this organization is going to be in moving forward, then we will be talking about serious financial implications. • Jonathan Kelly (QC) mentioned that it would make sense to address the fact that there is the new DMs and Ministers' tables that requires significant budget. We need help in terms of messaging to our authorities and there is relevancy in going forward and explaining why the price is increasing. That is coherent with what was agreed upon at the FPT DM's meeting and it's all moving forward. • Natasha Clarke asked members for approval of the three recommendations: <ul style="list-style-type: none"> ➤ Linda Maljan (NT) moved to adopt Recommendation #1; Gillian Latham (NS) seconded. ➤ Adriana Poveda (BC) moved to adopt Recommendation #2; Harry Turnbull (MISA Ontario) seconded. ➤ Jonathan Kelly (QC) moved to adopt Recommendation #3; Shelley Darlington (MSDO, City of Niagara) seconded. 	
9	<p><u>OTHER BUSINESS:</u></p> <p>James Gilbert (ESDC/Service Canada) advised that there are reports from the working groups included in the meeting binder for members' information. He encouraged members to complete the evaluation form.</p> <p>Maria Luisa Willan (ICCS) confirmed that the next in person meeting will be in Ottawa, on February 22nd and the next JC MS Teams meeting is on November 4th.</p> <p>James Gilbert reminded members to join the AGM meeting following this meeting. The Co-Chairs thanked everyone for their engagement and participation and adjourned the meeting.</p>	<i>No action item.</i>
<div> <div> CO-CHAIRS: CJ Ritchie Paul Wagner </div> <div> British Columbia – PSCIOC Treasury Board of Canada – PSCIOC </div> <div> James Gilbert Mark Burns </div> <div> ESDC/Service Canada- PSSDC Yukon - PSSDC </div> </div> <div> <h2 style="text-align: center;"><u>Attendance</u></h2> </div>		

PSCIOC MEMBERS:

Jan Bradley	MISA West, City of Calgary
Kathryn Bulko	MISA Canada
Liz Byrne-Zwicker	New Brunswick
Hong Chung	Manitoba
Natasha Clarke	Nova Scotia
Dave Heffernan	Newfoundland and Labrador
Jonathan Kelly	Quebec
Sean McLeish	Yukon
Mohammad Qureshi	Ontario
Harry Turnbull	Misa Ontario
Tracy Wood	Prince Edward Island

PSSDC MEMBERS:

Mike Bannister for Gail Boland	Newfoundland and Labrador
Kathleen Butler	Canada Revenue Agency
Dafna Carr	Ontario
Lawrence Cheung for Sylvain Beauchamp	British Columbia
Dafna Carr	Immigration, Refugees and Citizenship Canada
Shelley Darlington	MSDO, City of Niagara
Ann Dolan	New Brunswick
Lori Doran	Indigenous Services Canada
Kathryn Durkin-Chudd	Manitoba
Sherry Fogwill	Newfoundland and Labrador
Jean-Paul Fradette	Manitoba
Roxanne Hersack	Alberta
Jane Hicks	Veterans Affairs Canada
Ambereen Jamal-Rahim for Kelly Acton	Treasury Board of Canada
Shaifa Kanji	Innovation, Science and Economic Development
Gillian Latham	Nova Scotia
Christian Laverdure	Immigration, Refugees Board
Michelle MacFarlane	Nova Scotia
Linda Maljan	Northwest Territories
Julie McAuley	Innovation, Science and Economic Development
Michelle Orth	MSDO, Region of Peel
Adriana Poveda	British Columbia
Sheila Robinson	British Columbia
Judy Ross	New Brunswick
Jackie Stankey	Alberta
Silvano Tocchi	Canada Revenue Agency
Julie Veillette	Quebec

PSCIOC / PSSDC / JOINT COUNCILS OBSERVERS & PRESENTERS:

Tareq Al-Shumari	Research Committee co-chair, ON	Sheldon Funk	Manitoba
Joanne Anderson	Ontario	Tyler Ganske	British Columbia
Elyse Armstrong	Immigration, Refugees and	Karim Gillani	British Columbia
	Citizenship Canada	Michael Goit	Treasury Board of Canada Secretariat
Shana Boertien	Prince Edward Island	Adam Guimond-Pishuktie	Nunavut
Caroline Boutin	Treasury Board of Canada	Elky Hanlon	Nova Scotia
	Secretariat		
Leah Brannigan	Canada Revenue Agency	Mark Healy	Newfoundland and Labrador
Olivier Bullion	ESDC/Service Canada	Alex MacLennan	British Columbia
Geneviève Caissy	Quebec	Margo McCarthy	ESDC/Service Canada
Jean Cardinal	Canada Open Government WG	Walter Moar	British Columbia
	co-chair, TBS		
Jillian Carruthers	British Columbia	Yannick Newton	Treasury Board of Canada Secretariat
Guillaume Charest	Open Source WG co-chair	Stéphanie Phaneuf	Treasury Board of Canada Secretariat
Alexandre Cloutier	Canada Revenue Agency	Amanda Plummer	Saskatchewan
Trevor Crawford	Saskatchewan	Stephen Sabey	Alberta
Ola Daniels	Saskatchewan	Robert Salloum	Alberta
Bill Danielson	ESDC/Service Canada	Igor Solesa	Ontario

François Desmarais	City of Montreal	Kaine Sparks	Service to Business WG co-chair, BC
Krista Dewey	Vital Statistics Canada	Bianca Tomazeli	Open Source WG co-chair, City of Montreal
Harpreet Dhillon	IT Procurement CoP Chair	Peter Watkins	Digital ID Program Executive
Edward Dodd	Ontario	Dan Batista	ICCS
Jason Doiron	Northwest Territories	Pavel Koval	JC Research Analyst
Anna Engman	ESDC/Service Canada	Linda Robins	ICCS
Natasha Flory	Saskatchewan		
ICCS Secretariat:	Maria Luisa Willan	Stefania Silisteanu	