



Draft – v.2

PUBLIC SECTOR SERVICE DELIVERY COUNCIL (PSSDC) MEETING

October 5th, 2017

Charlottetown, PEI

RECORD OF DECISION

Attendance

PSSDC CO-CHAIRS

Natasha Clarke	Nova Scotia
Heather Sheehy	ESDC/Service Canada

PSSDC MEMBERS

Glenn Brunetti	MSDO Western/Northern Region
Mark Burns	Yukon
Beverly Dicks	British Columbia
Alan Doody	Newfoundland and Labrador
Elizabeth Douglas	Veterans Affairs Canada
Claudia Ferland	Indigenous and Northern Affairs Canada
Karla Hale	MSDO (Region of Peel)
Michelle Herder	MSDO (York Region) (for Rhonda Tsingos)
Ron Hinshaw	British Columbia
Rob Horwood	New Brunswick
Michelle Lattimore	Immigration, Refugees and Citizenship Canada
Christian Laverdure	Innovation, Science and Economic Development Canada (ISED)
Howah Lee	Public Services and Procurement Canada (for R��a Mckay)
Linda Maljan	Northwest Territories
Anne Matthews	Ontario
Jacqueline Ratt�� Kohut	Manitoba
M��lanie Robert	Treasury Board of Canada Secretariat
Jackie Stankey	Alberta
Silvano Tocchi	Canada Revenue Agency
David Ward	Ontario



OBSERVERS / SUB-COMMITTEE CO-CHAIRS

Donald Adéa	Canada Revenue Agency
Aneeta Bains	Innovation, Science and Economic Development
Deb Bergey	MSDO (Region of Waterloo)
Bernadette De Souza	Ontario Shared Services
Rob Frelich	ESDC/Service Canada, CDI Co-Chair
Tim Garrity	Prince Edward Island
Margo McCarthy	ESDC/Service Canada
Natalie McGee	Innovation, Science and Economic Development Canada
Chantal Ritchey	Alberta
Annette Vermaeten	ESDC/Service Canada, Service Network Collaboration Co-Chair
Susan Wilkins	Newfoundland and Labrador
Arlene Williams	Nova Scotia
Rochelle York	Service Canada

INSTITUTE FOR CITIZEN-CENTRED SERVICE

Dan Batista
Maria Luisa Willan
Linda Robins
Stefania Silisteanu

Item	Topic / Discussion	Decision/Action
1.	<p><u>ADMINISTRATIVE MATTERS:</u></p> <p>A) <u>Approval of Record of Decision from February 23rd, 2017 in-person PSSDC meeting, Ottawa</u> (TAB 1A)</p> <p>The Members approved the Record of Decision without changes.</p> <p>B) <u>Acceptance of October 5th, 2017 PSSDC Meeting Agenda</u> (TAB 1B)</p> <p>Members approved the October 5th PSSDC agenda without changes.</p> <p>C) <u>PSSDC Financial Status Report</u> (TAB 1C)</p> <p>Linda Maljan, PSSDC Treasurer, provided an overview of the financials. All members' fees have been paid to fund projects for the PSSDC and the Joint Councils. She noted that the PSSDC is in good financial position. A funding request will be coming forward from the CDI Co-Chairs.</p>	<p><u>Decision #1:</u> The Record of Decision from February 23rd PSSDC meeting in Ottawa approved without changes.</p> <p><u>Decision #2:</u> The October 5th PSSDC agenda approved without changes.</p>



<p>2. <u>Service Network Collaboration Working Group (Refer to TAB 2)</u></p> <p>Rob Horwood and Annette Vermaeten, SNC Co-Chairs, provided a progress report on the current work of the group related to the pan-Canadian Geo Mapping Tool, questionnaire and Partnership Guide.</p> <p><u>Pan-Canadian Geo Mapping Tool</u></p> <p>For the first time, a tool mapping out service locations across the country has been developed. Based on the members' and DMs' feedback a number of enhancements have been made. Saief Mahmood, ESDC/Service Canada, provided a demonstration of the geo mapping tool. Annette Vermaeten advised that they will be seeking direction of where to take the tool next. The data from the provincial side is one year old so they would like to refresh the data with the provinces and would like to continue to evolve the current map, such as adding the services offered by a point of service, language and an image of the center etc.</p> <p>The SNC Working Group is looking for direction on where to take this tool going forward. The group would come back in February with an update based on today's discussion. There are 3 options for consideration:</p> <ul style="list-style-type: none"> • Utilize the tool as it currently exists with limited functionality. It is labour intensive for updating and doesn't allow for customization. • Enhance the tool to increase business intelligence, enhanced capacity and user-friendly interface on a new and better platform. This option would take us in the direction of what DMs wanted but it will require investment and would need to come to PSSDC for resources. • Develop a public facing version of the tool so people are able to locate FPTM services. This would be like a service/benefits finder. <p><u>Partnership Guide / Questionnaire</u></p> <p>Annette Vermaeten advised that two years ago, jurisdictions requested for a partnership guide to be developed. A mock-up of the partnership guide is provided in the handouts. The intended format is to be user friendly for jurisdictions. They are looking to co-design with jurisdictions and are looking to use GCcollab.ca. A large part of developing the partnership guide has been developing a questionnaire which ServiceOntario and Service New Brunswick have completed during the pre-test. The questionnaire is about understanding types of partnerships that exist. e.g. co-location, co-promotion and joint outreach and understanding the steps that need to be taken to develop them. It also includes questions about what's working well or not, success stories, understanding how you're measuring success. The pre-test went well and there are adjustments being made. The SNC Working Group is hoping to launch it with PSSDC members and is looking for the Councils' approval to do so. Service Canada would work with the PSSDC members to roll out in each jurisdiction. There would be 2 parts: having the experts answer the questionnaire providing the quantitative information, and a follow up interview for more information on the details of the partnerships in the member's organizations.</p>	<p>Action Item #1A: Service Network Collaboration Co-Chairs to report back on the Geo Mapping Tool (to seek further direction from this table around the tool and about exploring public facing version) at the February PSSDC meeting or upcoming teleconference.</p> <p>Action Item #1B: Service Network Collaboration Co-Chairs to incorporate feedback from members on the Questionnaire and Partnership Guide in preparation for launch with PSSDC members.</p> <p>Action Item #1C: SNC Working Group to consider the suggestion by Ron Hinshaw to explore at a future meeting the idea regarding kiosks in remote locations like the one in Grand Manan Island. He would like to see a demonstration at a future meeting on how it's working and what could be done in that space as well.</p>
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Service Canada presented on this work to the FPT Deputies in December and they asked to go back to PSSDC members to identify the most important areas of service integration and to have a vision on what to focus on. The workshop later in the agenda will help PSSDC members decide where PSSDC wants to focus on.

Annette Vermaeten advised that in February, the group will come back with a draft Partnership Guide as well as the results of the Service Integration Workshop around scoping out future partnerships.

Members' Discussion

- Mélanie Robert (TBS) commented that she found the geo mapping tool exciting and would like to open it up for everyone to see. She asked if the Working Group had worked with Open Maps and asked if it is linked or not.

Annette Vermaeten responded that the group had started to work with the Federal Geo-spatial program and Open Maps and is looking to leverage that as much as possible. For the public facing option, the data already exists and it's a matter of putting it into a low cost way for clients to get the information they need.

- Linda Maljan (NT) commented that she liked the public facing option.
- Howah Lee (PSPC) commented that the geo mapping tool is excellent. PSPC had one developed six years ago for their accommodation footprint but moving forward the value of this tool is not only the data but allowing citizens to request services through the tool.
- Rob Horwood (NB) suggested that the evolution of the tool could include a link to move people online.
- Chris Laverdure (ISED) commented that he liked the public facing site and the idea of linking it to the digital link to whatever service you want. If people are not in a location to get the physical services then they would have the digital option to do what they need.
- Rob Horwood (NB) suggested pushing the 800 number for those who are rural.
- Annette Vermaeten (ESDC/Service Canada) commented that when they first started doing this work that PSSDC did not want them to only focus on the in-person network but to start with the in-person network because it was more tangible. We agreed to focus on the in-person initially but would also look at digital collaboration, and call centre and processing centre collaboration in the next phase. We are building the call centre and processing centre information in now but the leap to the digital service delivery is where we all are heading.
- Natalie McGee (ISED) commented that this is great work and only limited by our imagination. The Clerks have commented that collectively governments are sitting on a gold mine of data and information that we could offer. This



is a visible and tangible example of what could be done.

- Karla Hale (MSDO) commented that from a municipal perspective, a lot of municipalities have done some mapping and this includes municipal services linked to federal and provincial services. It also includes community support agencies e.g. food banks. There are also opportunities for transit. Partnerships would help to enrich the information Service Canada already has and add another layer.
- Michelle Herder (MSDO) noted that she has done a lot of work at York Region. They have trail and accessibility mapping which is used to see if the trails are accessible. A lot of their customers are using third party apps such as Waze and opening it up would allow access to their centres (urban and rural).
- Glenn Brunetti (MSDO) commented that open data in the municipal sector has been done for 10 years. This is a proprietary system and he asked about open source and allowing citizens who can actually do the development. One of the challenges for municipalities is that there are so many so getting the information around data may be tricky. Also, with respect to the questionnaire and process, how do you want municipal input, is it a set of priorities or will it be limited by size of municipalities and would you want data from all municipalities or want municipal input into questionnaire?
- David Ward (ON) pleased to see the improvement of the tool. He agreed that it would be great to open up the tool and the utility it could provide to those interested in digging deeper. However, we need to understand who the client for this tool is. He was intrigued by the analytics of the tool but most clients are not looking for that. Most jurisdictions have service finders of their own. Ontario's service finder is quite sophisticated and he would not want to put out a tool that would confuse citizens. We need to think this through a bit in terms of who is the audience and once we determine this we can think about applying some service design principles to the tool.
- Natasha Clarke (NS) agreed that we have to ground the tool in the needs of our users. She supports the notion of public facing but the more we can make this open source/API driven is better. She commented that down the road there may be other needs e.g. plug and play of what we want to do. Root in the need of the user so we're not spending time and money and things that won't have the impact that we think it may have. Service design thinking would be beneficial if we are going in that direction.
- Anne Matthews (ON) commented that she is also interested in exploring the purpose of the tool. Is it to promote co-location or partnerships and is that where the lens start?

Annette Vermaeten responded that the original intent was the mapping of the network and to understand where there were opportunities for co-location or more collaboration. The tool has evolved based on feedback and we need to be clear about the internal (operational) and external needs it could meet.



- Ron Hinshaw suggested for the SNC to consider exploring at a future meeting the idea regarding kiosks in remote locations like the one in Grand Manan Island. He would like to see a demonstration at a future meeting on how it's working and what could be done in that space as well.
- Mélanie Robert (TBS) advised that they are developing a service inventory tool at the federal level. They are trying to capture data once and for all through a common set of standards and then depending on the use for that dataset and then they can develop the internal or public facing based on the needs.
- Claudia Ferland (INAC) noted that she had met with Service Canada and they are going to look at how to connect all the indigenous reserves in Canada (road or air). That overlay will also be helpful.
- Anne Matthews asked if there is interest in having access to the current tool, knowing that it is for our purposes. Is it possible to show our own teams to see how it fits with everything else? Service Canada can roll it out now to members and can provide a how to use it guide. It will be useful to hear the members' insights. The data refresh will be done as well.
- Silvano Tocchi (CRA) commented that he does not have an issue with the questionnaire but it is not clear that we will get insights or answers we don't intuitively know. Sometimes we continue to do things because of the momentum.
- Jacqueline Ratte Kohut (MB) commented that in Manitoba they had Service Canada co-located with a variety of provincial services until 2014 when Service Canada ended the co-location. If we returned to the stakeholders in Manitoba and asked about co-location, they would be in agreement so don't quite understand going through an exercise to create a guide when we might already know the answers to some of these questions.

Annette Vermaeten (ESDC/Service Canada) responded that the purpose behind the questionnaire, as they move towards more integrated service delivery, is to provide evidence on what is working well or not and opportunities to move forward. The questionnaire provides the evidence; what's working well, lessons learned and how do we ensure that the partnerships are sustainable, innovative and leveraging what is happening across the country and being able to replicate. That is the reason; to really get at the intel within the jurisdictions. Is this something that is still useful for jurisdictions?

- David Ward (ON) commented that the value in having the questionnaire is to understand what happens across the country and look at one source to find the information. For example, Ontario is using the old retail office/co-location and we have never heard of the option of video service. The questionnaire would pull together information in one place so we can learn from others and identify best practices.
- Ron Hinshaw (BC) commented that he doesn't have a problem with the questionnaire but we need to make sure that



	<p>we get to the tough questions e.g. how is this working on a financial basis? Is there equity in the partnerships? We want to dive deep into the questionnaire to see if this is what we want or consider other options.</p> <ul style="list-style-type: none"> • Rob Horwood (NB) advised that it is a very detailed questionnaire and it's followed up by a phone interview. For example, the relationship with Transport Canada and all that it entails, they want to share it. • Heather Sheehy (ESDC/Service Canada) commented that members are facing challenges such as, what are the challenges on the ground, what are the innovations and innovative opportunities out there? Maybe we could look at the questions as they are interesting but may not be as precise as needed. • Silvano Tocchi (CRA) advised that CRA hired someone to do ethnographic work with select businesses. It covered a lot of this kind of ground but was not as labour intensive in terms of data collection on a distributive model. It yielded an insider report that is being heavily consumed. This is offered just as a suggestion and something to think about. • Natasha Clarke (NS) asked if Rob and Annette had the feedback to take back. She asked how we can support you to meet the outcomes given today's discussion. Rob Horwood commented that it is important for the SNC group to regroup and reflect on feedback. <p>Annette Vermaeten noted the following next steps for the SNC Working Group to report back to PSSDC at the next meeting/teleconference:</p> <ol style="list-style-type: none"> 1. On Geo-mapping Tool: SNC Co-Chairs to report back on the Geo Mapping Tool (to seek further direction from this table around the tool and about exploring public facing version). 2. Questionnaire and Partnership Guide: SNC Working Group Co-Chairs to incorporate feedback from members. 3. SNC Working Group to consider the suggestion by Ron Hinshaw to explore at a future meeting the idea regarding kiosks in remote locations like the one in Grand Manan Island. He would like to see a demonstration at a future meeting on how it's working and what could be done in that space as well. 	
3.	<p><u>Service Integration Workshop</u></p> <p>Heather Sheehy (ESDC/Service Canada) noted that the intent of the Service Integration Workshop is for members to think about/explore future priorities and partnership opportunities. Annette Vermaeten, SNC Co-Chair, introduced Catherine Charbonneau and Urvashi Dhawan-Biswal from ESDC's Innovation Lab as the facilitators for the workshop.</p> <p>Annette Vermaeten noted that there was a call out to PSSDC members for information around innovations and the types</p>	<p>Action Item #2A:</p> <p>Service Network Collaboration Co-Chairs to review feedback from the workshop and report back to PSSDC members at the next</p>



of partnerships that could be generated out of this discussion. There is a lot percolating across the country. Today we will try to figure out how we can partner and leverage this work. At the DM's meeting in May, Deputies asked us: 1 to partner to improve client experience and to determine what the opportunities are, to figure out what is most important in terms of improving the client experience; and 2. pool our resources, partner to improve our organization's capabilities. Jurisdictions have put forward a number of models where we can work together e.g. pilots, video, mobile apps, texting, artificial intelligence, robotic automation. The aim for the workshop is to define the scope of these activities and get us closer to more integrated service delivery and figure out what we can do together to improve the client experience. Rob Horwood noted that feedback from this session will allow the SNC Working Group to report back in February and also to respond to the DMs' request on where we want to put our collective efforts and the types of partnerships we should be pursuing. This will allow us to see a consolidated approach.

Catherine Charbonneau (ESDC/Service Canada) stated that the objective of the workshop is to explore what concrete solutions we can take collectively to move towards seamless integrated services across all levels of government. There are a lot of assumptions about what this means. The purpose of this is to acknowledge what is important to members/jurisdictions.

The workshop was divided into two parts:

Part 1 - Articulate what the future of integrated delivery would look like given the jurisdictional transformation underway. There had been a scan for all jurisdictions about the transformations they have initiated. 90 initiatives have been provided and we will work with this later.

Part 2 – Determine concrete steps for partnerships to build in for the future. This will be the plenary discussion. Key words to highlight in Part 1 are: future (1-5 years), transformation, concrete, and partnerships.

The expected outcome of the session is to determine a few concrete steps where jurisdictions can work together.

Breakout sessions

Members' Discussion (Plenary session)

Members identified two important terms:

1. Integrated
 2. Collective – all levels of government; thinking outside the box; user experience, most transformational was Digital Identification
- Anne Matthews (ON) commented that Digital ID is a priority of the Joint Councils and it is a foundational piece. It is helpful to talk about other opportunities for jurisdictions and learn the ways we can pool resources to improve the client experience.
 - Catherine Charbonneau (ESDC/Service Canada) commented that there was so much energy sharing in the

teleconference.

Action Item #2B:

Service Network Collaboration Co-Chairs to share insights on a transformation story that is happening in terms of service integration already across the country at the next meeting in February.

Action Item #2C:

Service Network Collaboration Co-Chairs to circulate to members the cards from the workshop via the ICCS Secretariat.



exercises and they want to build on that energy.

- Mélanie Robert commented that she was surprised how members describe differently the same initiatives.
- Robert Frelich commented that this underlies the importance of information sharing so that we don't replicate/duplicate work and that there are a lot of common themes between jurisdictions.
- Natasha Clarke (NS) commented that there are a number of common themes and we need to get better at storytelling of what we are doing. She cautioned that we not create a large list of other things to be done. Identity is the #1 piece in Nova Scotia and is one of the top priorities of the FPT DM's Table. There is a lot of work to get done and if we can summarize the initiatives into 3 buckets of themes we can determine the areas where we need to focus. We need to include what is being done as part of the narrative to the Deputies.
- Chris Laverdure (ISED) agreed that identity management is the cornerstone and when we talk to the Deputies we need to tell the story of identity management and what it will accomplish.
- Linda Maljan (NT) mentioned that some of the contributions in the exercise are what we are doing and some were what we'd like to do. In building the buckets, we need to make sure that we articulate what is in the buckets to the Deputies.
- Natasha Clarke (NS) suggested that there be a reporting back to the PSSDC members re the themes and a general sense at where the initiatives fall under. What are core areas of focus?
- Ron Hinshaw (BC) commented that the hard things such as data would be good to table to determine how to match data across jurisdictions.

A barometer sheet was distributed to members asking them to rank from one to six where the efforts should be put to work together (one being the most important). The SNC Co-Chairs collected feedback from this session and will report back at the next PSSDC teleconference.

Annette Vermaeten (ESDC/Service Canada) noted that the SNC Co-Chairs will circulate the cards with members/observers after the meeting. In terms of next steps, they will come back and share the insights on a transformation story that is happening in terms of service integration already across the country. This will include the barriers impacting initiatives that are underway as well as some of the opportunities that exist. They will look into the idea of design thinking and look at where there may be low hanging fruit on where there may be some opportunities to work on some common areas.



4.	<p>Data Driven Intelligence Panel Presentation and Discussion (Refer to TABS 4A to 4E)</p> <p>Heather Sheehy (ESDC/Service Canada) stated that in May 2016 the FPT DMs' Table asked for open data and big data to be advanced under the Data Driven Intelligence priority. A DDI task team has been formed with New Brunswick, Manitoba, Employment and Social Development Canada, Innovation, Science and Economic Development and Canada Revenue Agency. In April 2017, Clerks and Cabinet Secretaries were looking for a champion and Manitoba's Deputy Minister, Scott Sinclair, offered to champion Data Driven Intelligence.</p> <p>Ron Hinshaw (BC) led a panel discussion on Data Driven Intelligence and indicated that the panel presentations demonstrate the value of Canadian DDI projects that are underway. The session showcased four interjurisdictional data projects to highlight the value of interjurisdictional collaboration on data analytics utilizing open data; cloud based synthetic data, and a case study.</p> <ol style="list-style-type: none"> 1. Christian Laverdure (ISED) presented the Pilot Project to Access and Leverage Government-Collected Business Data - Building an Open Cloud-based Synthetic-Data Sandbox. 2. Jeremy Coad, (Executive Director at Science Group in BC) (via teleconference), presented Data – Insight – Action: Unlocking the Power of Data for a Better B.C. 3. Mélanie Robert (TBS) presented on the Canada Open Data Working Group. 4. Urvashi Dhawan-Biswal (ESDC/Service Canada) and Donald Adéa (CRA) presented Data Driven Intelligence: Knowing Your Clients Better through FPTM Datasets. <p><u>Members' Discussion:</u></p> <ul style="list-style-type: none"> • Libby Douglas (VAC) thanked the panel for the presentations; this provided an opportunity to learn more of what we can be doing in terms of data. • Natasha Clarke (NS) noted that the FPT Deputies have identified data as a priority area. Great work is happening in Nova Scotia around looking at data as a service, interested in integrated data. This is a top priority for social service Deputies in sharing and using data to have better outcomes and helping vulnerable populations. What is our role at this table in terms of data and using data to improve service delivery? What is our role in terms of horizontality and building those relationships with other tables? We also need to ground this in user needs and need better understanding of what data to use and how can we use it? • Heather Sheehy (ESDC/Service Canada) added that this is data analytics so how can this table use data to demonstrate how it can be used in service delivery? 	<p><u>Action Item #3:</u></p> <p>The DDI Task Team was asked to focus its projects on PSSDC and Joint Council priorities and to report back on supporting the development of a pan-Canadian <u>e-vulnerability index</u> that it aligns to these priorities as well as the inclusiveness agenda.</p>
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	<p>Donald Adéa suggested for those that are working with data to come up with suggestions as to how this can be done (<i>using data to improve service delivery</i>)</p> <p>Natasha Clarke (NS) suggested empowering the doers and see what happens from there.</p> <ul style="list-style-type: none"> • Mark Burns (YK) stated that there are endless possibilities when it comes to data however this group would need some direction or focus on how data can help to advance our current priorities; use DDI and connect this to the work of the Councils, look for a tangible action and bring it to a manageable scope. • Mélanie Robert (TBS) suggested for example taking data that we already have and developing a pilot; linking open and data as a service. • Annette Vermaeten (Service Canada) building on that idea, if we linked back to the Joint Councils' priorities, not only having the Client-Centric Services priority, but also having a digital priority. If we had a common e-vulnerability index we could use it in our jurisdictions. We talk about efforts to move toward digital, if there were weaknesses in terms of digital delivery, we want to channel that and this can lead to a tangible action. • Natasha Clarke (NS) noted that there is a conference about digital inclusion. When we think about digital strategy, the digital inclusion component and the thinking that we have to put in place there is beyond digital assist, are we creating barriers to access the services when we put them on digital? We need to really understand the implications of moving to digital channel. We would endorse the notion of e-vulnerability for helping to form the strategies. • Natasha Clarke (NS) added that DDI connects back to the three priorities of the Joint Councils. She asked how important is that inclusion and e-vulnerability are incorporated into those priorities to help advance them. Suggested research to be done across jurisdictions to see what is happening or even leveraging Taking Care of Business or those types of research tools. • Donald Adéa (CRA) added that we approached service delivery through improved data and it gives a horizontal view across jurisdictions. The e-vulnerability is an amazing tool, but there are other tools that can be used through federated data. <p>Ron Hinshaw (BC) thanked everyone for their participation in the DDI panel discussion. He noted that the DDI team has gathered some ideas to take away and will report back to PSSDC around the e-vulnerability index in addition to scoping of work around DDI vis-à-vis using data to improve service delivery.</p>	
5.	<p>Implementing the Channel Shifting Behavioural Insights Playbook (Refer to TAB 5)</p> <p>Urvashi Dhawan-Biswal led a discussion on how the ESDC Innovation Lab can assist interested jurisdictions in</p>	



implementing the Channel Shifting Working Group's Behavioural Insights Playbook.

The Behavioural Insights Playbook was commissioned by the PSSDC under the leadership of the Channel Shifting Working Group. A copy of the playbook can be found at the link below:

<https://iccs-isac.org/assets/uploads/publications/PSSDC-Playbook-for-Channel-Shift-FINAL-2017-03-21.pdf>

Members' Discussion:

- Glenn Brunetti (MSDO) expressed interested in the low income playbook that was suggested during the presentation.
- Anne Matthews (ON) noted that she is very pleased with the work of the PSSDC on the playbook. She noted the value of testing; you have data to show that a particular approach is better than another approach. You can do it on a small scale. We are talking about two things: one is behavioural insights principles and the other is value of testing and experimenting. There is also value in academic partnerships in this space, for example, the Rotman School of Management in Toronto has a whole team, one of the best behavioural insights team in the world. It could be beneficial for both sides. If you have raw data, there are lots of opportunities for smaller jurisdictions to work with academia.
- Michelle Lattimore (IRCC) added that the IRCC lives in this space, they run three significant design initiatives and two were through academic partnerships; it brought wealth of expertise. Three main areas: 1. idea of testing – building a business case; 2. Measuring – allow culture shift to happen, measuring is key; and 3. Overlap with low income client group – also clients that are non-citizens.
- Natasha Clarke (NS) noted that Nova Scotia wants to explore academic partnerships and has talked to Dalhousie University, but not sure that they are the right players and need help from this table. How do we make the lab as an extension of service delivery? How can we advance that? How can we benefit from this network (Service Network Collaboration) and explore that? We may not have a home-based lab, how can we advance using this type of approach?
- Mélanie Robert (TBS) inquired if there's a "nudge lite" approach? How can we do this on a smaller and simpler scale?

Urvashi Dhawan-Biswal responded that there is no cost associated with the offer from the innovation lab around this work. She noted that the danger in using "behavioural insights lite" or "nudge lite" is that you take info/data out of context.

- Urvashi Dhawan-Biswal pointed out that we can learn from each other and we need to build on this network of collaboration for the playbook. She asked members to contact her directly to discuss this further.
(urvashi.dhawanbiswal@hrsdcc.gc.ca).



	<i>No action items were identified out of this discussion.</i>	
6.	<p><u>Other Business:</u></p> <p>A) <u>PSSDC Action Items from previous meetings (TAB 6)</u></p> <p>Natasha Clarke gave a status report on PSSDC action items.</p> <p>B) <u>Jurisdictional Information Sharing (Refer to TABs 7A to 7T)</u></p> <p>Natasha Clarke advised that the Jurisdictional Information Sharing were included in the meeting e-binder and tabled for information only. She asked members to review the information sharing as there is a lot of valuable information included in those reports.</p> <p>C) <u>Next in-person meeting of the PSSDC: February 22nd, 2018, Toronto, Ontario</u></p> <p>Natasha Clarke advised that the next PSSDC in person meeting is scheduled for February 22nd, 2018 in Toronto.</p> <p>The Co-chairs thanked all members and observers for their participation and contribution.</p> <p>The meeting adjourned at 4:00 p.m. AST.</p>	