



Draft – v.1

PUBLIC SECTOR SERVICE DELIVERY COUNCIL (PSSDC) MEETING

September 16th, 2015

St. John's, NL

MINUTES OF MEETING

Attendance

PSSDC CO-CHAIRS

Chris Bookless (PSSDC)	Yukon
Mary Crescenzi (PSSDC)	ESDC/Service Canada

PSSDC MEMBERS

Steve Burnett	Ontario
Natasha Clarke	Nova Scotia
Laurie Duncan	British Columbia
Josée Dussault	Canada Revenue Agency
Karla Hale	MSDO Central Region (Region of Peel)
Janine Halliday	MSDO Eastern Region (City of St. John's)
Ron Hinshaw	British Columbia
Glen Hynes	Public Works Government Services Canada (representing Dan Loewen)
Donna Kelland	Newfoundland & Labrador
Stephanie Kirkland	Citizenship and Immigration Canada (representing Robert Orr)
Christian Laverdure	Industry Canada
Linda Maljan	Northwest Territories
Paul Pierlot	Manitoba
Jackie Stankey	Alberta
David Ward	Ontario
Nicholas Wise	Treasury Board of Canada Secretariat

OBSERVERS / SUB-COMMITTEE CO-CHAIRS

Shereen Benzvy Miller	Industry Canada
Deb Bergey	Region of Waterloo (MSDO)



Sandra Bonneau	ESDC/Service Canada
Carolyn Burggraaf	Newfoundland and Labrador
Mark Burns	Yukon
Annik Casey	Treasury Board of Canada Secretariat, Canada's Digital Interchange (CDI)
Mary Crescenzi	ESDC/Service Canada
Elizabeth Douglas	Veterans Affairs Canada
Anik Dupont	ESDC/Service Canada
Michael Fowler	Canada Revenue Agency
Rob Frelich	ESDC/Service Canada
Janet Hughes	Government of the United Kingdom
Sharon Squire	Veterans Affairs Canada
Annette Vermaeten	ESDC/Service Canada

INSTITUTE FOR CITIZEN-CENTRED SERVICE

Dan Batista
Maria Luisa Willan
Linda Robins

Item	Topic / Discussion	Decision/Action
1.	<p><u>ADMINISTRATIVE MATTERS:</u></p> <p>Chris Bookless welcomed all members to the meeting. Mary Crescenzi advised that she was co-chairing the meeting on behalf of Jacques Paquette who was unable to attend the PSSDC meeting but was expected to join the Joint Councils session.</p> <p><u>A) Approval of Record of Decision from March 4th, 2015 in-person Joint Councils meeting, Toronto, ON (TAB 1A)</u></p> <p>Chris asked if there were any questions or comments. No comments or questions were raised. Moved by: Laurie Duncan Seconded by: Paul Pierlot Adopted.</p> <p><u>B) Review of Action Items from previous meetings (TAB 1B)</u></p>	<p>Decision # 1: Record of Decision of PSSDC meeting of March 4th and 5th, 2015 adopted.</p>



	<p>Chris Bookless gave an update on pending PSSDC action items.</p> <p>In regards to pending action item #1 from the September 2014 meeting around what information and reports can be shared beyond the Councils, Chris noted that it had been discussed at previous teleconferences that it would be up to the author to advise if a particular document should not be shared outside of the Councils otherwise it would be assumed that documents are freely available.</p> <p>Mary Crescenzi stated that according to a scan that had been done, there seemed to be consensus that material would not be shared outside of the Councils unless permission was granted by the author of the document/material.</p> <p>Laurie Duncan reminded members that the purpose of the Councils is that of collaboration and that material should be shared unless it is deemed confidential by the author.</p> <p>In regards to pending action item #2 from the September 2014 meeting around consideration of an amendment to the PSSDC Terms of Reference to allow MSDO members to be eligible to serve as PSSDC Co-Chair, Chris noted that there had been discussion between the Co-Chairs and MSDO and more to follow regarding this item.</p> <p>Chris Bookless advised that all other action items had been completed or would be addressed at this meeting.</p> <p>C) <u>Acceptance of September 17th, 2015 Joint Councils Agenda</u> (TAB 1C)</p> <p>No comments or questions were raised by members.</p> <p>D) <u>PSSDC Fund Activity Report</u> (TAB 1D)</p> <p>Linda Maljan provided an overview of the PSSDC Fund Activity Report. She noted a \$40K commitment for the S2B team and \$8K commitment for procurement services to ICSS.</p>	<p>Decision # 2: Agenda of September 16th, 2015 meeting adopted.</p>
2.	<p><u>Costing Framework Initiative (refer to TAB 2)</u></p> <p>Annette Vermaeten, ESDC/Service Canada, Steve Burnett, ON, and Sandra Bonneau, ESDC/Service Canada, provided an update on the Costing Framework Initiative. Annette noted that the Working Group has met on several occasions and continues to work on identifying the elements around costing. She noted that the working group was seeking approval on the suggested approach in moving this forward. The Working Group has now completed the analysis on costing approaches and developed a draft scope of the Costing Framework How-To-Guide. The Working Group will begin drafting the Guide in the Fall and will come present the draft guide at the February meeting and the final guide expected to be completed by next summer. Steve Burnett provided an update on how Ontario calculates the cost of a</p>	<p><u>Action Item #1:</u> Members agreed to move forward on the Costing Framework Initiative and requested for the working group to refine approach/objectives and to report back at an upcoming</p>

service.

The Working Group asked the members to advise if they agree with the: 1) costing principles; 2) general approach to develop a costing guide; 3) development of a costing guide with a limited scope; 4) and whether members see value in knowing the total costs of delivering a service per channel.

Janet Hughes provided an overview of how the UK does costing. She noted that in the UK they have taken a consistent approach, first by looking at the cost of the whole service (entire system); they have a service manual that provides guidance, and they measure the service over an entire year. In addition they have variance metrics including the costs per transaction. Janet recommended the book by John Seddon entitled *The Whitehall Effect* which she found useful in this work. She noted that it is difficult to benchmark against other services. The UK approach is to look at the cost based on the complexity of the service and who is using it and then they prioritize it on the impact on users. Janet noted that it is important to: 1) account for waste/loss which often goes unreported; 2) look at failure demand; 3) review definitions - is the cost defined as 'per contact' or on a 'completed transaction' (that may involve multiple contacts); and 4) consistency is important.

Discussion:

- Josée Dussault inquired if there is some way to capture the original investment to put the online services in place. Annette Vermaeten advised that the group had been looking at the full costing which includes the start-up costs.
- Stephanie Kirkland noted that her concern regarding the principles is that it has to take an end-to-end view which includes fraud which needs to be included in the principles.
- Josée inquired if members would get value from a guide before moving forward with the development of the guide.
- Donna Kelland commented that the original purpose was to develop a guide to help with understanding costing. The guide was to be brought back to PSSDC prior to going to the Deputies.
- Nicholas Wise reminded the members that the original intent for this work was to share best practices between jurisdictions, have a common language and develop a common guide on costing.
- Laurie Duncan suggested for the Costing Framework Initiative to be discussed as part of the Strategic priorities discussion.

Overall, members agreed to move forward on the Costing Framework Initiative but requested for the working group to refine approach/objectives based on members' feedback and to report back at an upcoming PSSDC meeting.

PSSDC meeting.



3.	<p><u>Service to Business Task Group (refer to TABS 3A and 3B)</u></p> <p>The Co-Chairs of the S2B Task Group, Paul Pierlot and Trajan Schulzke (via teleconference) provided an update on current activities and noted that included in the meeting material there is a recommendation from the Task Group to change the format of this group to a Community of Practice. Paul noted that the S2B Task Group has been in place for approximately five years and has produced several deliverables and realized all of its objectives. The Task Group has had representation from several jurisdictions as well as municipal engagement. He noted that the Task Group spent some time over the summer to update the S2B repository that is hosted on the ICCS website.</p> <p>Paul advised that since the March meeting in Toronto, the focus of the Task Group has been the Expedited Business Start Project and have been sharing “Showcase Presentations” among jurisdictions on successful and innovative S2B initiatives. The feedback has been positive and there have been a lot of follow up sessions. Discussions have been held with ICCS to host this collaborative space using Vayyoo Rooms which is a better platform for inter-jurisdictional collaboration. Paul advised that they are looking to pilot S2B materials via Vayyoo Rooms. He advised that through an RFP process, MNP was selected to conduct the research and analysis process for the EBS project and the work is on track. MNP is currently in the data gathering phase and a report back on the results is scheduled for early next month. Paul thanked members for their support on this project and thanked the ICCS for their assistance in the procurement process.</p> <p>Paul asked for approval of the proposal to change the Task Group to a Community of Practice. He noted that the proposed Terms of Reference included in the meeting package outlines the differences between the Task Group and the Community of Practice. In terms of operational support, the S2B Task Group is looking to adopt Vayyoo Rooms as the new inter-collaborative space. Paul advised that the S2B group will maintain its existing membership across jurisdictions and that he and Trajan Schulzke are willing to continue as co-chairs and would welcome a municipal co-chair. Paul advised that the change to a community of practice does not require a financial ask other than the cost of Vayyoo Rooms.</p> <p><u>Discussion:</u></p> <ul style="list-style-type: none"> • Karla Hale suggested that MSDO can provide more municipal involvement. Natasha Clarke commented that there is a lot of interest from municipalities in adopting the Business Number but there are some challenges and that by having more municipal partners it would help to address some of these issues. 	<p><u>Action Item # 2A:</u> Members agreed on moving forward with the recommendation of the S2B Task Group to move to a Community of Practice and requested for S2B to be a standing item on the agenda.</p> <p><u>Action Item # 2B:</u> Paul Pierlot requested to share login information with members to access the S2B Inter-Jurisdictional Repository hosted on the ICCS website.</p>



	<ul style="list-style-type: none"> David Ward noted that S2B is important to the DMs and asked if the move to a community of practice would signal a step away in aligning priorities. Trajan noted that the transition does not lessen the work of the Service to Business group and it will continue to support the work of the Councils. David Ward noted his support of the change to the Terms of Reference as long as it is properly positioned to the Deputies. Laurie Duncan supported David Ward's recommendation and suggested that the work of this group be a standing item on the agenda. The group will continue to need direction from the PSSDC. <p>Overall, members agreed on moving forward with the recommendation of the S2B Task Group to move to a Community of Practice. The S2B Task Group will also focus on issues beyond the Business Number and Expedited Business Start Project as requested by the Deputy Ministers.</p>	
4.	<p><u>PSSDC Strategic Directions on Emerging Priorities (refer to TABS 4A to 4D)</u></p> <p><u>Objectives:</u></p> <p>a) PSSDC Strategic Directions Working Group to set the context for the discussion, including brief overview of each of the concept papers on Channel Shifting, Service Network Collaboration and the Death Notification Bundle to establish a common understanding of each priority to support the discussions. b) Discussions on the three emerging priorities in order to agree on:</p> <ul style="list-style-type: none"> Definition and scope of the priorities; Next steps in advancing each of the priorities; and Key deliverables for next meeting <p>Annette Vermaeten provided a progress report on the work of the PSSDC Strategic Priorities Working Group including development of the three concept papers on emerging priorities. She advised that the Working Group has been meeting every two weeks and there is representation from British Columbia, Manitoba, Yukon, Ontario, several federal departments and the ICCS. The Working Group has prepared three concept papers on the following emerging priorities: Channel Shifting; Service Network Collaboration and Death Notification Bundle.</p> <p>Laurie Duncan provided a brief overview on Channel Shifting and noted that this priority is about increasing usage of the online channel and to collaborate on approaches that encourage clients (citizens and businesses) to focus on self-service adoption, reducing their efforts to access government services, increasing client satisfaction and reducing the cost of delivering service.</p> <p>Annette Vermaeten provided a brief overview on Service Network Collaboration and noted that this is about improving client experience by leveraging each other's service delivery network strengths and maximizing efficiencies. Benefits of the Service Network Collaboration include better access and increased citizen satisfaction; maximize cost-efficiency, and digital platform integration. Ensuring new platforms are built in such a way as to enable interconnectivity with other</p>	

platforms from various departments and various jurisdictions would allow for a sharing of information to be built directly into the platform. Annette advised that current initiatives being developed which support the sharing of information on identity management (Canada's Digital Interchange, Identity Trust Framework, etc.) are creating an environment conducive to digital platform integration.

Anik Dupont provided a brief overview on the Death Notification Bundle which is a death notification strategy that refers to a "Tell-Us-Once", citizen-centred approach that leverages the timely exchange of information between provinces, territories and federal partners in response to this major life event. While support for a death notification strategy is strong across jurisdictions, barriers still exist related to privacy, process, timeliness of information sharing and integrity. She advised that legislation was introduced to identify Service Canada as the main point of contact for death notification. ESDC is working with the provinces to implement this service.

Chris Bookless introduced Michelle Snow, Director, Office of Public Engagement, Government of Newfoundland and Labrador who served as facilitator for the discussion. Michelle Snow noted that her team had been tasked to facilitate a discussion with PSSDC members on current and emerging priorities; to seek input from members on the various concept papers and to focus the discussion based on expected outcomes. She noted that decisions made at this meeting would inform the discussion with PSCIOC members on the alignment of Councils priorities in order to identify ways for better Joint Councils collaboration. She advised that there would be small table discussions led by a facilitator and note taker from her team and that a summary report of these small table discussions would be reviewed at the plenary session in the afternoon. To facilitate the discussion electronic polling devices were used to obtain members feedback in real time.

Plenary Session: Discussion on Emerging Priorities:

Michelle Snow, facilitator, presented a summary report on the outcomes of the small table discussions and the polling results on the questions that were posed to members during the morning session. A copy of the summary report is attached to the minutes (see attachment).

- During the plenary discussion several members raised concerns that the structure of the small table discussions did not allow for an in-depth discussion of each of three emerging priorities. It was noted that it is important for members to have a discussion to refine the scope of each paper and also to get consensus on which of these emerging priorities are moving forward. It was also noted that while polling devices are a good tool for this type of activity, the results only served to show the top three answers/topics on a particular questions/issue and the rest of the items were pushed to the side and there was no further discussion on these other topics/elements.
- Annette Vermaeten reminded members that although the Working Group had identified three emerging priorities, the PSSDC also needed to consider its current priorities around the Costing Framework Initiative and the work of the Service to Business Task Group as part of the overall discussion on priorities moving forward. She inquired as to

Action Item #3A:

Request to develop an overarching framework to provide focus, direction and alignment to all this work; a 'national vision' on current and emerging priorities going forward. Framework to include milestones and deliverables. Framework working group, led by Natasha Clarke, NS, to provide an update on this

which priorities should be advanced and discussed with PSCIOC members for further joint councils' collaboration.

- Mary Crescenzi agreed for the discussion to focus on which of these three emerging priorities the PSSDC wants to advance in collaboration with PSCIOC and confirmation from members on existing priorities.
- Chris Bookless noted that some work is specific to PSSDC and may not involve the PSCIOC (yet). Michelle Snow, facilitator, added that PSSDC members needed to identify what it needs from PSCIOC in regards to existing and emerging priorities in order to prepare for the discussion during the Joint Councils meeting.
- Laurie Duncan suggested a review and discussion of the several sub-committees and working groups of the Councils in order to assess how they are supporting the current work and how they can help to advance the new priorities. She also noted that it was important for the PSSDC to focus and finish current projects before adding more to the list of priorities.
- Donna Kelland inquired if members wanted to move ahead with all or any of these new priorities considering existing priorities. She noted that collaboration with PSCIOC would be required for all of the new priorities and that it would be necessary to have more joint discussions with PSCIOC around these priorities in order to have collective understanding on scope of work and next steps.
- Natasha Clarke stated that what is needed before moving forward is an overarching framework on what each project is trying to advance and how all this work is connected. She noted that in the case of CDI and identity management, there is a service story to be told to make this work compelling and build a business case around it. More than just projects, what is required is a clear vision of what the Councils are trying to achieve; a "digital strategy for Canada". She also noted that members are underselling what they contribute to Canada as public sector experts, while the group is doing a great job; it is not tying it all together which is the missing link. The framework piece would include milestones and deliverables and it would also help to provide focus, direction and alignment to all the work - 'vision'. Natasha Clarke suggested a proposal on how to leverage the ICCS to provide assistance and project management support to develop this framework in collaboration with those members that are willing to participate in this project.

Paul Pierlot added that the suggested framework would provide the national vision but it also needs a 'nuts and bolts' framework – it should include both a macro perspective to define strategic direction, the "what", that requires leadership involvement and the micro perspective to identify the tactical "how".

- Overall, members expressed agreement in developing a framework to provide direction and a national vision on all the priorities going forward.
- Chris Bookless reminded members that a framework was developed at the previous Council meeting in the spring

item at the next PSSDC teleconference.

Action Item #3B:

Request to review and discuss the work of the several sub-committees and working groups of the Councils in to order to assess how they are supporting the current work and how they can help to advance the new priorities.

Action Item #3C:

Request for leads of each of the current/emerging priorities to 'flesh out' items that need further refinement and to identify broad plan for framework and report back to PSSDC at an upcoming teleconference/meeting.



but more projects got identified. He noted that if more projects get added to the list it would reach the point where the Council is over-promising and under-delivering.

- Laurie Duncan stated that she was seeking agreement in principle from PSSDC members around advancing Channel Shifting. She noted that while jurisdictions don't have to move together at the same time it does require agreement in principle and also help to identify what the OCIO can contribute to move this priority forward.

Annette Vermaeten responded that the leads for each of the priorities have been tasked to flesh out those items that need further refinement and to identify a broad plan for framework in order to move towards a work plan.

- Jackie Stankey offered to share a framework that was prepared for the FPT DM's spring meeting around the 'citizen journey' that may be aligned with this work and can be repurposed to help developed the suggested framework.
- Chris Bookless requested for members to sign up to participate in the various groups around these priorities including the framework working group. He noted that an overview of the outcomes of the PSSDC discussion on priorities will be shared with PSCIOC during the Joint Councils meeting as well as an overview of the deck that was prepared for that discussion.
- Michelle Snow, facilitator, indicated that she would provide an overview on the outcomes of the PSSDC discussion, based on the questions that were asked and the polling results, for the Joint Councils discussion on the alignment of priorities.

Members' participation for the following working groups:

FRAMEWORK:

- **Natasha Clarke, NS (lead)**
- **Jackie Stankey, AB**
- **Chris Bookless, YT**
- **Karla Hale, MSDO**
- **Steve Burnett, ON**
- **Mary Crescenzi, ESDC/Service Canada**
- **Annette Vermaeten, ESDC/Service Canada**
- **Josée Dussault, CRA**
- **Nicholas Wise, TBS**
- **Annik Casey, TBS**
- **Chris Laverdure, Industry Canada**
- **Stephanie Kirkland, CIC**

Channel Shifting:

- Laurie Duncan, BC (lead)
- Chris Laverdure, Industry Canada
- Steve Burnett, ON
- Linda Maljan, NT
- Mark Burns, YT

Death Notification Bundle:

- Donna Kelland, NL (lead)
- David Ward, ON
- Ron Hinshaw, BC
- Anik Dupont, ESDC/Service Canada
- Stephanie Kirkland, CIC

Service Network Collaboration:

- Annette Vermaeten, ESDC/Service Canada (lead)
- Natasha Clarke, NS
- Mary Crescenzi, ESDC/Service Canada
- Stephanie Kirkland, CIC

Costing Framework Initiative:

- Annette Vermaeten, ESDC/Service Canada (lead)
- Steve Burnett, ON (lead)
- Paul Pierlot, MB
- Linda Maljan, NT

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Presentation on Treasury Board of Canada's Policy on Service (TAB 5)

Nicholas Wise, TBS, gave a presentation on the Treasury Board of Canada's Secretariat Policy on Service. The presentation included an outline of the roles of the Treasury Board of Canada and the Treasury Board of Canada Secretariat, an overview of the Government of Canada Policy on Service and supporting policy instruments, and key policy monitoring and oversight activities and implementation progress to date. It was noted that the Policy on Service seeks to establish a strategic and coherent approach to the design and delivery of Government of Canada services, it focuses on external and internal enterprise services and it is based on the core principles of client-centric service, operational efficiency, culture of service and excellence. The expected results are:

Action Item #4:

Nicholas Wise to report back on the evolution of TBS Policy on Service at the next PSSDC meeting.

- Better service experiences for clients
- Increased number and uptake of e-services
- More efficient GC services

The policy approach has been developed in consultation with departments and considers departmental capacity in current fiscal environment and supports an integrated service delivery approach in combination with other policies and initiatives.

Discussion:

- Paul Pierlot inquired further about internal and external enterprise services and whether this pertains to external in public facing services for the public to use.
Nicholas Wise noted this refers to internal enterprise service and not for public use.
- Chris Bookless inquired about the work plan 2015 regarding one of the ten policy requirements for improved services 'A user engagement approach to promote awareness and uptake of e-services is developed' and whether this is consumer based.
Nicholas responded that this is one of the ten requirements to ensure that departments have some kind of purposeful user engagement approach.
- Laurie Duncan inquired as to how best to engage TBS analyst in this work and realize the implications on decisions made around service.
Nicholas Wise noted that their function is to develop, enhance and help implement policy and ensure compliance, but that policies cannot be developed in isolation from current realities. However, TBS understand that the capacity of some departments is stretched in their ability to comply with some of the requirements. That being said, a government-wide approach is need. TBS is making efforts to reach out and engage bilaterally and in group workshops to have a more constructive relationship.
- David Ward inquired about the skill overlay to complement the policy as this is a change management exercise.
Nicholas Wise noted that enshrined in the policy is a requirement to ensure that learning opportunities are provided to front line service delivery staff, but that the policy does not prescribe what the training or skill should be.
- Stephanie Kirkland noted that what is missing in the policy is the interaction with departments as it relates to influencing TBS. She also noted that the TBS policy gives a better mandate in the stewardship on service standards and it also provides the foundation.
- Mary Crescenzi recommended for an ongoing dialogue around the evolution of TBS policy on service and suggested



	for Nicholas Wise to report back to PSSDC on this item.	
6.	<p><u>Service for Business: An Industry Canada Perspective</u></p> <p>Shereen Benzvy Miller, ADM and Christian Laverdure, Director General, Industry Canada, gave a presentation on Industry Canada's new "Service for Business Mandate" which is a new initiative for the department that will allow it to respond to TBS Policy on Service and deliver client-centered services for business.</p> <p>The presentation included a demonstration of how Industry Canada has implemented the requirements of TBS Policy on Service through a Service Strategy and framework (for business), as well as components of the new ambitious Service for Business Agenda, which includes the Business Number, BizPaL, the Canada Business Network and the relationship to pan-Canadian services, such as the Canada Digital Interchange. The Industry Canada Service Lab was also showcased with respect to its enabling role in bringing services for business to be even more client-centric. It was noted that the Industry Canada Service Lab was created to help design client-centred services. The Lab is becoming the centre for delivering client-centric design for all IC services for business. It includes four ongoing client projects to demonstrate the value of the lab and design thinking and it is beginning to expand with new approaches and concepts.</p> <p>In regards to Service for Business (S4B), through the IC Service Strategy, S4B is aiming to advance the services Industry Canada offers to businesses. Improvements include the "next generation" of existing services and entirely new services based on digital interactions. Success will be driven through support services such as the IC Service Lab. Shereen Benzvy Miller suggested for the PSSDC priority on S2B to be renamed Service for Business (S4B).</p> <p><u>Discussion:</u></p> <ul style="list-style-type: none"> Paul Pierlot inquired if the Service Lab can be used to help the PSSDC develop the framework. Shereen Benzvy Miller noted that the PSSDC can use the lab for this work. Mary Crescenzi noted that Service Canada also has a Service Innovation Lab and can work with Industry Canada to optimize the benefits of these labs. Annette Vermaeten added that the FPT DMs had asked for further strategic visioning on what is next for the S2B priority and suggested that a working group in a lab setting doing a brainstorming session can help advance the thinking on this. Shereen Benzvy Miller responded that the group working on Canada Connect concept can meet with the S2B group and can provide further insight and expertise for priority setting. 	<p><u>Action Item #5:</u> Request for update on S2B in regards to Service Lab support to be discussed at the February PSSDC meeting before information is shared with FPT DMs Table.</p>



	<ul style="list-style-type: none"> Mark Burns inquired around process (using lab for brainstorming sessions and service design) and how long this takes. Chris Laverdure responded that in regards to service design, the process is designed to go back to the beginning and to focus and define the issue that you are trying to tackle. Shereen Benzyv Miller added that the idea is to help design what is needed and it can take one or several sessions; it is a work in progress. It's a process not only to understand the business and problems but also to identify solutions. The solution is sometimes best understood outside the walls of 'your department' or service providers who may not be aware of latest innovations. Paul Pierlot stated that in reference to the Deputies looking for the "next greatest thing", he noted that this 'great thing' is already happening and it is just a matter of tying all this work together. There are also a lot of great things left to do that can be done collaboratively to service a common client. He agreed to use the service lab to help tie all this work and taking it to the next level to create a national vision. <p>Mary Crescenzi suggested for Paul Pierlot and Annette Vermaten to work with Christian Laverdure on how the service lab can help around the S2B priority in building the vision/advice for the FTP DMs Table.</p> <p>Paul Pierlot requested for any work around this to be shared with PSSDC members at the February meeting before being shared with FPT DMs Table.</p>	
7.	<p>Jurisdictional Roundtable on Top Service Delivery Priorities / Initiatives (TABS 7A to 7O)</p> <p>This agenda item was not discussed due to time available.</p>	
8.	<p><u>Other Business:</u></p> <p>A) Request for Jurisdiction to volunteer to host the Sept. 2016 Councils meeting Chris Bookless advised that British Columbia has agreed to be the host of the September 2016 meetings in Victoria.</p> <p>B) Next in-person meeting of the Councils: Toronto, ON, Feb. 24-25, 2016 Chris Bookless reminded members that the next Councils meetings take place in Toronto on February 24th and 25th, 2016. The Co-Chairs thanked members and guest observers for their participation.</p> <p>The meeting adjourned at 4:30 p.m. NDT.</p>	