



PUBLIC SECTOR SERVICE DELIVERY COUNCIL (PSSDC) MEETING September 26th, 2019 - Winnipeg, Manitoba

RECORD OF DECISION v.2

Attendance:

PSSDC CO-CHAIRS

Catherine Bennett	ESDC/Service Canada (for Heather Sheehy)
Natasha Clarke	Nova Scotia

PSSDC MEMBERS

Mark Arsenault	Prince Edward Island
Deb Bergey	MSDO (Region of Waterloo)
Mark Burns	Yukon
Dawn Curtis	Northwest Territories
Shelley Darlington	MSDO (Norfolk County)
Guy Gordon	Manitoba
Mark Healy	Newfoundland and Labrador
Gillian Latham	Nova Scotia
Christian Laverdure	Immigration and Refugees Board of Canada
Alanna MacDougall	Immigration, Refugees and Citizenship Canada
Raymond Martin	Public Services and Procurement Canada
Adriana Poveda	British Columbia
Cosanna Preston-Idedia	Saskatchewan
Jacqueline Ratté-Kohut	Manitoba
Sonya Read	Treasury Board of Canada Secretariat
Vidya ShankarNarayan	Innovation, Science and Economic Development Canada
Silvano Tocchi	Canada Revenue Agency
Danielle White	Indigenous Services Canada

OBSERVERS / WORKING GROUP CO-CHAIRS

Jonathan Andrews	Service Canada
Catherine Benning	Saskatchewan
Wendy Birkinshaw Malo	Employment and Social Development Canada
Angela Colombage	Manitoba
Anik Dupont	Service Canada
Ray Edwards	Corporations Canada
Robert Frelich	Service Canada
Sophia Howse	British Columbia

Margo McCarthy
Carol Prest
Cheryl Ringor
Pirthipal Singh
Natalie Tarkpea
Dan Batista
Cathy Kealey

Employment and Social Development Canada
British Columbia
Corporations Canada
Innovation, Science and Economic Development
Immigration, Refugees and Citizenship Canada
Institute for Citizen-Centred Service
Institute for Citizen-Centred Service

ICCS SECRETARIAT

Maria Luisa Willan
Stefania Silisteanu

Item	Topic / Discussion	Decision/Action
1.	<p>Natasha Clarke, PSSDC Co-Chair, welcomed members and observers.</p> <p><u>ADMINISTRATIVE MATTERS:</u></p> <p>A) Approval of the Record of Decision February 28th, 2019 in-person PSSDC meeting in Ottawa. Record of Decision of PSSDC meeting of February 28th, 2019 adopted without changes.</p> <p>B) Acceptance of September 26th, 2019 PSSDC Meeting Agenda PSSDC meeting agenda of September 26th, 2019 approved.</p> <p>C) <u>PSSDC Treasurer's Report</u> Deb Bergey, PSSDC Treasurer, provided an update on the PSSDC's financial status. Deb noted the Council is in a good financial position. The PSSDC has a healthy reserve for upcoming projects.</p> <p>D) PSSDC Action Items from Previous Meetings No comments or questions raised.</p> <p>E) PSSDC Bring Forward Agenda No comments or questions raised.</p>	<p><u>Decision #1:</u> The Record of Decision from the PSSDC February 28th, 2019 meeting approved without changes.</p> <p><u>Decision #2:</u> The PSSDC September 26th, 2019 meeting agenda approved without changes.</p>
2.	<p><u>Service to Business (S2B) Working Group</u> (TAB 2)</p> <p>Pirth Singh and Carol Prest, Service to Business Co-Chairs, provided a working group update. Pirth advised that at the June FPT DMs' Table meeting, the group presented the BN Playbook and the challenges related to the Expedited Business Start (EBS) priority and outlined how the group is pivoting to address digital identity for business. Digital ID for business was identified as a key barrier for EBS. DMs supported the work of the group, saw the value of the priorities, and expressed strong support to include the right stakeholders, such as business registrars. The group identified Carol Prest as the new P/T Co-Chair of the group. Since then, Saskatchewan (Catherine Benning) volunteered to become a second P/T Co-Chair; the group supports this addition, but this requires PSSDC's members' approval. Involvement of two P/T co-chairs will help strengthen linkages with business registrars.</p> <p>Regarding engaging other stakeholders, the S2B co-chairs engaged the business registrars at the September 2019 CACLA (Canadian Association of Corporate Law Administrators) meeting. CACLA represents the 14 FPT business</p>	<p><u>Decision #3:</u> PSSDC Members approved recommendation from the Service to Business Working Group to amend its Terms of Reference to include a second P/T Co-Chair.</p> <p><u>Action Item #1:</u> Service to Business Working Group Co-Chairs</p>

<p>registrars in Canada and is responsible for legislation governing matters of corporate law. The engagement of business registrars is key to advancing key initiatives for service to business, such as digital identity. S2B will continue to engage business registrars.</p> <p>The S2B Working Group proposes the following next steps:</p> <ul style="list-style-type: none"> • Modify the Terms of Reference to include one federal and two provincial/territorial co-chairs. • Renew the membership and explore opportunities for further collaboration with business registrars and key stakeholders. • Return to PSSDC with recommendations in the fall. • Potentially hosting a S2B Working Group in-person meeting to define initiatives. <p>Natasha thanked the S2B Working Group Co-chairs for the progress report. She stated that this table acts as a convener to bring together groups with the goal to improve services to businesses in Canada and to explore tangible things beyond the Business Number; there are numerous opportunities. How might we leverage the Deputies' Table to help prioritize this work?</p> <p>The addition of a second provincial/territorial co-chair (Catherine Benning, SK) was approved by the PSSDC.</p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> • Catherine Benning stated that what is unique about registrars is that they are regulators with a real service aspect to what they do. One of the challenges is a balance to ensure that businesses are growing but not burdened by regulations. She noted that Saskatchewan had participated in this group in the past, however, at the time the focus of the group was not specific, and they stepped back. Saskatchewan has since re-engaged in this group and has volunteered to take a P/T co-chair role. • Cosanna Preston-Ideia stated that the Digital ID roadmap gets more traction because it got hooks into the business side. In Saskatchewan the majority are small businesses constituents. This helps to push the digital agenda and the business agenda. • Guy Gordon inquired on how significant the notion of beneficial ownership is, the Europeans have adopted it. On the issue of evasion, a pertinent question is: what impact would this have over the years if Canada follows this trend? • Carol Prest responded that Canada agreed that we will adopt beneficial ownership. At the FPT DMs' Table, each jurisdiction is working to amend their Business Corporations Act where companies are required to disclose their beneficial owners. Only a few jurisdictions have amended their Acts. In phase two, discussions include a requirement for each jurisdiction to create a single registry (either at the jurisdiction level or centrally – this hasn't been yet determined) of beneficial ownership. A beneficial ownership registry will require regulatory oversight as companies are engaged internationally. In BC, we recently passed the Land Ownership Transparency Act to which any company owning land needs to declare their beneficial owners. In addition, BC is developing a white paper to explore how a beneficial ownership registry could work. Both QC and the Federal government are also developing White Papers. CACLA identified an opportunity for the S2B working group to support CACLA in creating a more cohesive approach to beneficial ownership across jurisdictions. • Natasha Clarke stated that there is great support to move forward with the amendment of the Service to Business Working Group Terms of Reference to include a second P/T co-chair, for the group, to renew its membership and 	<p>to report back to PSSDC on the following:</p> <ul style="list-style-type: none"> a) Amend the S2B Working Group's Terms of Reference to include a second P/T Co-Chair. b) Renew membership and explore opportunities for further collaboration with business registrars and other key stakeholders c) Report back to the PSSDC with recommendations.
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	explore opportunities for future collaboration with other stakeholders and for the group to report back in the fall on progress.	
3.	<p><u>Multi-jurisdictional Registry Access Service (MRAS)</u> (TAB 3)</p> <p>Carol Prest, S2B Co-Chair, Catherine Benning, SK, and Cheryl Ringor, ISED, gave a demonstration of the Multi-Jurisdictional Registry Access Service (MRAS). The multi-jurisdictional registry access system will enable streamlined registration and mutual recognition for multi-jurisdictional businesses.</p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> Gillian Latham inquired if the intent is to bring other provinces onboard with MRAS? <p>Cheryl Ringor responded that there is support from CACLA and from all corporate registries. Carol Prest added that some small jurisdictions don't have resources. What is interesting about MRAS is solving the reconciliation and the US partnership trade agreement. We get to solve two initiatives with one solution. Catherine Benning stated that the priority is to get New West Partnership Trade Agreement (NWPTA) trade first, then Québec may join at the same time or shortly after, then they will be open to adding other jurisdictions interested in the partnership.</p> <ul style="list-style-type: none"> Silvano Tocchi noted that there are two core functionalities: static info and updating information, who is updating the information and how do you know that it is updated information? <p>Catherine Benning responded that people who are associated with the corporations are updating information, the corporation will update in their home jurisdiction, where they have a secure system. In Saskatchewan there are lawyers that connect to corporate entities. This function limits the ability to two categories: lawyers and directors (or owners) are connected to the corporate entity and therefore could update information. If the director is removed from his role, he no longer has that authorization. Carol Prest stated that regarding digital ID, each jurisdiction has its own way, whether to use the name, password, codes or whatever the solution. This work creates a more secure way of verifying the individual and the individual is authorized to verify the information.</p> <ul style="list-style-type: none"> Chris Laverdure inquired that in the case where there is a change of address, is this information updated automatically to the Corporations Canada database? <p>Cheryl Ringor confirmed that they have a team that updates the information and the search. Catherine Benning noted that Saskatchewan wasn't involved in the search as they chose not to do this until they connect with the extra provincial corporate registration functionality, however we can do that when it goes live with extra provincial function. Cheryl added that the search brings us in line with other countries.</p> <ul style="list-style-type: none"> Guy Gordon inquired why the system doesn't permit screen scraping? <p>Catherine Benning responded that in Saskatchewan they had complaints from people about screen scraping and about information that they perceive is private and they think that the registries disclose the information pertaining to an individual's home address. Saskatchewan has old legislation and no clear authority of what to disclose. Carol Prest added that screen scraping is going to disappear, as they look at the modern architecture to allow and ensure integrity of data.</p>	<i>No action items identified from the discussion.</i>

	<p>Cheryl Ringor stated that while Québec provides data as open data and there are legislative requirements, nobody can use the data for creating a parallel registry.</p> <p>Catherine Benning added that when they do the amendment that allows one by one search, they must manage customers' expectations. They don't want another private entity to have their data for purposes that do not align with the purpose for which the data was provided to the registry. Public expectations are important to the organization.</p>	
4.	<p><u>Data Driven Intelligence Working Group (DDI) (TAB 4)</u></p> <p>Guy Gordon, DDI Working Group Co-Chair, stated that the core focus of this group is to improve the client experience by using advanced data analytics to improve service delivery through leveraging open data and interjurisdictional expertise. Considerations include making services better, faster and cheaper, exploring opportunities around the sharing of good practices, creating a DDI framework, and building capacity and relationships. DDI achievements to date: established DDI as a PSSDC priority, developed a national E-Vulnerability Index tool, released DIY Open Data Toolkit for municipalities, developed an MOU for federated open data pilot with Alberta, and developed and distributed the Analytics Playbook in spring 2019.</p> <p>The DDI group has identified the following next steps:</p> <ol style="list-style-type: none"> 1. Continued implementation of Analytics Playbook engagement strategy to promote awareness and use across all jurisdictions. 2. Implementation via ICCS and DDI Working Group of "evergreen" approach to the playbook to include additional use cases. 3. Continue to advance awareness, and collaborative use of e-Vulnerability Index by two additional jurisdictions (Mar 31/ 20). 4. Update governance model and membership to ensure equal representation of Federal, Provincial/Territorial and Municipal levels of government (Nov. 30/19). 5. Development and presentation of research project proposal to identify jurisdictions (including international best practices) that have balanced social licence (to share data) with informing service delivery decision making (Nov 30/19). 6. Develop specific project proposal to document, explore and analyse the question of legislative barriers and data-sharing identified at February meeting. (Dec 31/19) 7. Develop its call to action on a legislative framework, privacy and data sharing and report to the Table with options (Dec. 31/19). <p>Guy Gordon noted that the DDI group also needs to update its vision, governance and refresh membership. It needs to confirm required resources to advance this work (team members, contractors and project management). The group also will be looking at partnerships and collaboration (e.g. Canadian Institute for Health information (CIHI), Canada Standards Council). He encouraged members to participate in the group or to identify a jurisdictional representative with experience in data analytics to participate and contribute to the work of the group. He also noted that the group is looking for a co-chair.</p>	<p>Action Item #2: Data Driven Intelligence Working Group to report back to PSSDC on the following items:</p> <ol style="list-style-type: none"> a) Data Driven Intelligence Working Group Co-Chairs to update vision, governance and membership. b) Data Driven Intelligence Working Group to do a call out for refreshing its membership and seeking a new provincial co-chair. c) Data Driven Intelligence Working Group to explore opportunities for collaboration with other stakeholders.

	<p><u>Comments:</u></p> <ul style="list-style-type: none"> Natasha Clarke stated that DDI is as priority for the DM's Table and supported the group to reach out to other stakeholders in this space as it is important to ensure we have the right leaders connected to this work. She suggested for the group to do a call out for a new co-chair. At the Joint Councils' meeting the day before there was a recommendation to move DDI Working Group under the Joint Councils members need to discuss this. Data Driven Intelligence is an interesting and impactful area of work for the Councils. Catherine Bennett mentioned that the area of focus of the DDI Working Group is multifaceted and includes legislative barriers and social license which are policy focused. It would be beneficial to reflect that we have people from various departments and levels of government. She expressed her support in moving DDI Working Group under the Joint Councils. Sophia Howse inquired around an MOU with Manitoba on the federated open data and what this would look like. <p>Guy Gordon responded that he will find out and follow up with Sophia Howse.</p> <ul style="list-style-type: none"> Sonya Read stated that there are pilots around open data, and she was inquiring about the relationship and connection between Data Driven Intelligence, Canada Open Government Working Group and the Privacy Sub-Committee. <p>Guy Gordon responded that there is no formal relationship with the other working groups, the group holds ad-hoc meetings that are not purposely or strategically aligned, there is not a joint membership.</p> <p>While there was support by PSSDC to move the DDI Working Group under the Joint Councils, no formal decision was made at the meeting.</p>	
5.	<p><u>Services to Indigenous Populations</u> (TABS 5A & 5B)</p> <p>Danielle White, Indigenous Services Canada (ISC), Carmen Kardoos and Jason Fontaine, Government of Manitoba, participated in a panel discussion on transforming services to Indigenous populations.</p> <p>Danielle White noted that she joined Indigenous Services Canada in 2018, as the Director-General of Sectoral Policy, the mandate is focused on advancing holistic, community-based approaches to service delivery that will enable the transfer of jurisdiction and control back to Indigenous communities. The objective is to provide an overview of the current mandate, service challenges, examples of service improvements as well as medium and longer-term objectives of ISC in a service delivery context. Jason Fontaine gave a presentation on the Northern Healthy Foods Initiative.</p> <p>Danielle noted that looking ahead, ISC will advance work that closes socio-economic gaps and improves the quality of services for First Nations, Inuit, and Métis peoples, in partnership with them, and in a way that advances self-determination. The Department will also continue to support the co-development of Indigenous-led institutions that will build capacity, strengthen governance and advance self-determination through the progressive and successful</p>	<p><u>Action Item #3:</u> ISC leads to come back to the table with some crunchy and tangible things that we can collaborate on and how to create partnerships with communities to advance this work.</p>

<p>devolution of services to Indigenous peoples. Provincial and territorial governments can benefit from shared learnings and be part of the service delivery improvements and transfer that ISC envisions. Danielle stated that she is interested in working with PSSDC members in shared learnings and working together on the service delivery improvements that Indigenous Services Canada envisions.</p> <p>Natasha Clarke thanked Danielle, Carmen and Jason for their sharing and participation at the meeting. She added these service improvements mean much more than just ease of access, this is about building trust within communities, dealing with complex issues and taking innovative ways and applying these to complicated work.</p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> • Cosanna Preston-Idedia inquired about the key drivers that allowed the program like the Northern Healthy Foods Initiative developed by Manitoba to move forward. <p>Jason Fontaine responded that in Manitoba they started small, had good relationships with the communities and had some idea about food health; relationship building is a key factor. Once establishing results through first communities, it was ongoing communication by word of mouth and from success stories, in other communities they tested this model and it worked.</p> <ul style="list-style-type: none"> • Cosanna Preston-Idedia mentioned that when Joint Councils talked about Digital Strategy and key problems where the work can focus on collaboratively, one key fact of digital is remote access and how to make it accessible. This table must recognize that they have a big problem with key value proposition and connectivity and there is a role between federal and provincial/territorial governments to collaborate in this space. <p>Natasha Clarke added that there is an opportunity to have a fulsome conversation in this context.</p> <p>Danielle White responded that when it comes to broadband connectivity, ISC is exploring this further; they have started the discussion on a digital strategy. Need to look at what are the key investments, the need to build for the future and engage the right partners at the table to make this happen.</p> <ul style="list-style-type: none"> • Natasha Clarke mentioned that at the Learning Event in Yellowknife, there was a presentation on a pilot navigator community program, this navigator program hired leaders from within the communities, recognizing that it wasn't all about the digital shiny things. They were pairing up people with trusted leaders from the communities that could speak multiple languages, they were helping people perform many services such as opening bank accounts, filling out government paperwork, etc. There is more to talk about here, there are other creative ways to connect with the community. • Sophia Howse noted that as people talk about channel shifting there is an opportunity for the PSSDC to use different channels, for example video chats like in BC or using mobile apps and bringing these to citizens. In terms of challenges discussed during the presentation, she noted that there is an issue around capacity and burn out locally and inquired if this is in the community itself as he started to roll out the initiative, or population? Do they have a contact within the Indigenous community? <p>Jason Fontaine responded that this work came about as an add on exercise and people working off the corners of their desk to make it happen. They saw an opportunity to work within the community and took this on, however, this meant that staff took on additional work on top of their regular job and led to burn out. They saw a high turn over</p>	
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	<p>within the staff and community champions. They have one community member who has been around for close to a decade, they try to monitor her efforts and see what works. There are circumstances that work well in some communities but not in others. In some communities, the technical need isn't there or the salary doesn't meet the criteria or workload; there are several factors involved.</p> <ul style="list-style-type: none"> • Dawn Curtis stated that connectivity is an essential part of the verified person and Digital ID, however, there are issues with connectivity in remote areas. The focus should be on ensuring connectivity for all. <p>Natasha Clarke suggested that the ISC leads take the insights from this discussion and come back to the table with some crunchy and tangible ideas that we can collaborate on and how to create partnerships with communities to advance this work.</p>	
6.	<p><u>Best Practices Showcase</u></p> <p>A) <u>Canada Revenue Agency (CRA) Verified.Me app</u> (TAB 6A)</p> <p>Silvano Tocchi, Director General, CRA, stated the Canada Revenue Agency is constantly striving to modernize and streamline its service delivery to taxpayers while ensuring their information is secure. Some of the current business processes can cause frustration for taxpayers as well as being costly to the Agency. To simplify its current-state transactional processes, the CRA identified a potential vehicle to broker digital services between the user, the CRA and third-party stakeholders.</p> <p>CRA conducted research and analysis to advance a proof of concept using blockchain technology to enhance service delivery to Canadians by validating identity for users of our secure online portals, exchanging information with third parties, allowing clients to consent to share their personal information with digital asset consumers, evaluating the service and ecosystem to determine its capability to improve client experience, realizing operational efficiencies, and extending CRA's reach to new clients, while ensuring that privacy, security, and legal concerns have been addressed.</p> <p>CRA tested a new blockchain-enabled service that allows users to share data attributes, including their digital identity, in a secure environment by obtaining verifiable information from financial institutions, telecommunications companies and other participating institutions (e.g. Canadian provincial and territorial governments). CRA explored the potential of the Verified.Me solution via three business use cases.</p> <ol style="list-style-type: none"> 1. CRA My Account Registration 2. Updating Direct Deposit Information at CRA 3. Providing Proof of income. <p>Silvano stated that the findings are that the Verified.Me appears to offer a potentially unique capability to supplement CRA digital services. In terms of next steps, CRA is looking to expand, develop and explore.</p> <p>**</p> <p>B) <u>Measuring the Impact of Service Design Changes</u> (TAB 6B)</p>	<p><i>No action item identified from the CRA Verified.Me app presentation.</i></p> <p><u>Action Item #4:</u> IRCC invited to provide a progress report at an</p>

	<p>Alanna MacDougall, Director General IRCC, gave a presentation on Behavioural Insights & Experimentation in the Client Experience Branch and Beyond. She noted that there are two groups at IRCC: service insights and a group of behavioral scientists. They are leveraging behavioural science research methods to better understand client experiences and behaviours. IRCC is building an express entry client journey map to better understand client's experience at different stages of their immigration journey. Design interventions that can help 'nudge' clients, stakeholders and IRCC toward better outcomes. Testing and measuring the impact of client service interventions using rigorous experimentation methods to know what works and what doesn't. Building capacity in experimentation to help move the experimentation agenda forward in the department and across the government of Canada.</p> <p>Natasha Clarke invited IRCC to provide a progress report at an upcoming meeting on their work/results related to measuring the impact of service design changes.</p>	<p>upcoming meeting on their work/results related to measuring the impact of service design changes.</p>
7.	<p><u>Administrative Matters</u> (TAB 7)</p> <ul style="list-style-type: none"> <p><u>Confirmation of Mark Burns, Yukon, as incoming P/T PSSDC Co-Chair</u></p> <p>Catherine Bennett recognized Natasha Clarke's outstanding leadership, support and excellent co-chairing skills over the last three years as PSSDC's P/T Co-Chair. She stated that Natasha's leadership has been instrumental in advancing the important work of the PSSDC and the Joint Councils.</p> <p>Natasha Clarke thanked members of the Councils for their support over the last few years. She added that she has grown into this community, this is a collective effort and she has seen the group evolve in the last couple of years. She is confident that with Mark Burns as the new P/T co-chair, the Councils will continue to move in the right direction and with great leadership from all co-chairs.</p> <p>Catherine stated that Mark Burns, Yukon, accepted to take on the role of PSSDC's P/T Co-Chair and asked if there were any questions or concerns from the table. No comments or questions were raised. Members in favor of Mark Burns as incoming PSSDC P/T Co-Chair.</p> <p>Catherine welcomed Mark Burns as the new PSSDC P/T Co-Chair.</p> <p><i>The role of P/T co-chair is for a period of two years, starting in September 2019 and ending in September 2021.</i></p> <p><u>Jurisdictional Information Sharing</u> (TAB 7A to 7V)</p> <p>Catherine Bennet advised that the jurisdictional information sharing is included in the binder and tabled for information only.</p> <p><u>PSSDC Evaluation Form</u></p> <p>Natasha Clarke encouraged members to complete the meeting evaluation form. She reiterated that the Co-Chairs and the ICCS Secretariat carefully review the results and feedback. Members' feedback is very valuable for future meetings.</p> 	<p><u>Decision #4:</u> PSSDC members approved Mark Burns as incoming P/T Co-Chair. <i>The term of the P/T co-chair is for a period of two years.</i></p> <p><u>Action Item #5:</u> Further discussion is required at the next PSSDC teleconference related to:</p> <ol style="list-style-type: none"> the transfer of the PSSDC working groups to the Joint Councils budget considering big decisions made around data strategy and legislative barriers.

	<ul style="list-style-type: none"> • <u>Next in-person meeting of the PSSDC: February 27, 2020, Toronto, ON</u> The next PSSDC in-person meeting will take place on February 27, 2020 in Toronto, Ontario. • <u>Fall/Winter PSSDC Teleconferences:</u> Friday, November 15th, 1:00 p.m. EST Friday, January 10th, 1:00 p.m. EST • <u>Wrap up:</u> Catherine Bennett stated that there are a couple of outstanding items for further discussion and decision by members: 1. Discussion to reach a decision on the recommendation to transfer the PSSDC's DDI Working Group and the Service to Business Working Group to the Joint Councils. Need to discuss what this means for the future of PSSDC. PSCIOC will be also reporting back on this item at the next Joint Councils teleconference. 2. Review and discussion on the PSSDC's budget as a result of funding decisions made at the meeting to advance work around data strategy and legislative barriers, Digital ID, digital strategy, and other working group's funding requests. Need to ensure that the Council has funds for key priority items. The PSSDC Co-Chairs, Natasha Clarke and Catherine Bennett, thanked all members, observers and presenters for their participation at the meeting. 	
	<i>The PSSDC meeting adjourned at 12:00 p.m. CDT.</i>	
	JOINT SESSION: JOINT COUNCILS (PSCIOC & PSSDC) AND THE CIO STRATEGY COUNCIL (CIOSC)	
8.	<p><u>Joint Session Joint Councils (PSSDC and PSCIOC) and CIO Strategy Council</u></p> <p>Welcome and introductions</p> <p>Olivia Neal, PSCIOC Co-Chair, provided background information on the mandate and membership of the PSCIOC and PSSDC. She noted that while the federal government is in pre-election mode and federal members may not be able to participate or commit to any specific activity, there is room for discussion among members of both Joint Councils and the CIO Strategy Council on how we can collaborate in the areas of Responsible Internet of Things (IoT) and Responsible Data Sharing.</p> <p>Keith Jansa, CIO Strategy Council Executive Director, stated that the CIO Strategy Council is a national forum which brings together public and private sectors, when dealing with digital issues, bringing like minded and forward-thinking</p>	<p><u>Action Item #6:</u> A further discussion between the Joint Councils and the CIO Strategy Council on IoT and Data Sharing was encouraged. Joint Councils Co-chairs to advise on next steps.</p>

CIOs together to provide more strategic coordinated direction informing technology designs, accelerating technology and providing better service to customers. This forum works to transform the digital ecosystem, create and design standards that keep pace with innovation following agile processes, provide international benchmarking towards an open and transparent collaboration, and deploying responsible decisions.

Responsible Internet of Things

Panel Speakers:

Keith Jansa, Executive Director, CIO Strategy Council (moderator)

Mike Monteith, CEO, Thoughtwire

Andy Best, Executive Director, Open City Network

Shelley Fraser, Director, Marketing, Communications and Community Engagement, Lixar

Lawrence Eta, CIO, City of Toronto

Kurtis McBride, CEO, MioVision

Jean-Noé Landry, Executive Director, Open North

Key questions for discussion:

1. What is the biggest challenge of IoT at the moment? How do we solve for it?
2. What are the CIOs and service delivery leaders facing when it comes to the introduction of new technologies like 5G, distributed ledgers, IoT and AI?
3. How are these technologies going to impact and be used to improve service delivery? Examples?

Discussion:

- The inherent value of data and data that traditionally has been trapped in the metal box has started to be standardized and is now available, how can we harvest it and use it commercially in other applications. Some of that value should be captured by the municipalities. Information has value, most companies in the world are information companies, before giving it away, they should think about the data.
- What people could use with the help of IoT, this is a higher conversation that should happen. They lose business when people are focused only on technology. It is very difficult moving data to different jurisdictions.
- The open standards will help the consumer of IoT, what are the benefits of doing this. There is need for standards and the need of updating those. What are the benefits of the standards and having the protocols?
- There is a national conversation that needs to happen, in few years there will be billions of connected devices. There is no industry, municipality or province that can do it on its own, it will affect everybody, there are numerous changes, the hackers never sleep, we have to be at the table to talk about innovation and protection as it relates to compliance, coordination and consent to all.
- There is a lot of overlap with levels of provincial and federal government, need trust in democratic institutions. At the city level there is more risk, it happens in the public policy and regulatory vacuum, with a huge imbalance between the actors. Small cities are going up against huge multinational companies, struggle to fund the modernization, with

<p>imbalance in budgets. They have a grasp of what the physical infrastructure deficit there is, but they don't have data in terms of asset replacement. Need to protect the value and use of public data with a strong public policy foundation. We will be inserting an ungovernable layer in the city operation. We must build and maintain the aspects of smart cities, from a public, private perspective and with NGO actors, to form a coalition and work together to tackle the problem. The current approach doesn't have systematic protocols, with a public policy foundation. The public sector cannot rely on themselves and the private sector cannot as well, that's why we encourage forming a coalition.</p> <ul style="list-style-type: none"> • Need to develop a set of values in opening smart cities, anchored from a perspective of ethical principles from an openness and accountability perspective and provide capacity building for free to communities. Use an applied research lab approach to address the issues they are facing today. As they are doing work from research, it is difficult to compare different data governance models to inform the key decision makers and process. There is a lack of regulation. When you design methodology the interoperability component links to different levels of government. Align the standards in terms of language with in depth understanding of the systems and standard of care to enable us to look at these things. Focusing on the efficiencies and what technology could do in terms of deployments. There are challenges with different kinds of people who have different ways of understanding. Recommend involving politicians in this discussion and how to educate at different levels. • In the private sector there are financial incentives to keep data secure. In the public sector, especially municipalities they have a huge amount of data, moreover the IoT increases the amount of data, and municipalities lack incentive and resources to secure this data. Whose responsibility is it to ensure that with low budgets that municipalities are securing data in a proper way? • If you spend time doing a privacy assessment it would educate and inform you about privacy. The City of Toronto has four strong guiding principles, there is a need for the private sector to help municipalities with data. The strategy is to ensure that the data is not in silos, but in one place in order to be able to protect it. To work on a common platform where there is more interrelation, and with public and private collaboration. It is about transformation and rapid acceleration. • There is a huge resource gap, we need to protect what is ours, and try to accomplish more collectively than we could individually. There is an opportunity for federal, provincial/territorial and municipalities to lead that and turn strategy into standards and work together. Standards help provide strategic direction and we will see change in the consumer world. Procurement and standards go side by side. • Procurement people are not architects nor solution focused, they focus on the process, not decide what is the solution. We are digitally enabled, we need this at scale. Encourage federal, provincial/territorial and municipal level support. Tell the problem you are trying to solve to the private sector, and they will find a solution. <p>Questions:</p> <ul style="list-style-type: none"> • Guy Gordon asked the panel to elaborate on standards, what and where is this going in the area of IoT? We all aspire to national standards. <p>Keith Jansa responded that standard specifications are a set of rules that the products should meet. The process is critical and how the standards are achieved is important. The caveat, they created an agile consensus base process</p>	
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	<p>into the design of the standards. The CIOSC was accredited by the National Standards Council of Canada and they can develop standards for the country. They have a credible achievable standard to incorporate into their regulations. The cycle for regulations is long, we need to match this with the pace of innovation. There is a fundamental gap on how we inform this process, need to have this type of dialogue to influence the market place. The collective knowledge of both public and private sector members is needed to solve all of this. Being able to achieve a threshold of acceptability for users and adopters is difficult, in some cases consensus is good but not always, the drivers of adoption are critical, requires being thoughtful and understanding of the ecosystem. Who is going to maintain and sustain the standards? This is critical issue we are struggling to solve.</p> <ul style="list-style-type: none"> • Deb Bergey talked about: a) concept of measurement - measuring of standards, standard to influence the market. Interested to hear about the City of Toronto related to procurement, in her municipality they have rigorous procurement standards. b) municipalities struggle with the fact that they are a small influencer in that market, frequently when working with vendors, we have mandatory requirements on privacy but to the private sector this is not a large market, we are not “big enough”. c) liked the idea of using standards to influence. • Natasha Clarke noted the following to think about: the notion of standards and this community. What is the opportunity for the Joint Councils to grow a shared understanding of what the shared values are? The value for the public sector is the public good and trust. What is the opportunity for us in working together to get the same understanding? How we drive out the standards that help growing the economy but protect citizens’ trust and advance the work? Citizens have no idea what the risks are, they share information as they don’t understand what could go wrong. Agree to creating space for us to be able to do that together. Government may be perceived as late, slow, and bureaucratic but we are there in times of crisis for the public good. We need to create a space to collaborate and share understanding of driving the product together. • Peter Watkins inquired as to how the CIO Strategy Council thinks of approaching this, with the current level of complexity, the rate at which we attempt to intervene and begin to iterate the standards is slower than the rate of the technology and how it is advancing, how do you intend to close the gap? How do you think this could come together? <p>Keith Jansa responded that standards play a great role, but we cannot write standards for everything. He added that development of process standards is consensus based. Numerous standards take time, they have developed an agile set of standards, more inclusive and more transparent. The type of model they have allows effective participation, that is why their national standard for ethical use of AI was developed quickly and is public now. It is an agile model, done in a strategic prioritized way, allowing global competitiveness, with national and international focus on the public good. He advised that the conversation with public sector should continue. Everything is interconnected and this is a global issue, we want to be leaders in this space, trust and transparency are at the center.</p> <p>A further discussion between the Joint Councils and the CIO Strategy Council on responsible IoT was encouraged. Joint Councils Co-chairs to advise on next steps.</p>	
	<p><u>Responsible Data Sharing</u></p> <p>Panel Speakers: Keith Jansa, Executive Director, CIO Strategy Council (moderator) Nandini Jolly, CEO, CryptoMill Mark Alexiuk, Founder & CTO, Sightline Innovation</p>	

<p>Andre Loranger, Assistant Chief Statistician, Statistics Canada Paul Vallée, CEO, Tehama Neil Butters, Digital Identity, Innovations and New Ventures, Interac Corporation Wellington Holbrook, Chief Transformation Officer, ATB Financial Mike Cook, CEO, Identos</p> <p>Key questions for discussion:</p> <ol style="list-style-type: none"> 1. Why is data sharing an economic imperative and strategy for Canada? In what ways will it impact service delivery and why? Examples? 2. What are the critical factors that need to be addressed? 3. How can we best advance responsible data sharing? <p>Discussion:</p> <ul style="list-style-type: none"> • From a national statistics organization's perspective, our focus is to transform the organization to unlock the power of data and put it in the citizens' hands and provide insights to Canadians on how to unlock the strategic value of data. Our business is based on trust, we take this data and as mandated by law, respect and protect the privacy of this data. Effective data sharing comes to the data standards, we need strong partnerships and accountability, this needs to be governed with strong agreements on data sharing. It's about information security and how to protect data. Legal frameworks are very important. • Trust sets us apart, we cannot operate without trust. We need zero trust models when it comes to protecting data. Need to have availability and ensure that from the IT security perspective. Availability to any sensitive data based on your role, that you have immediate access. Protect data and make it accessible, be dynamic on the sensitive data. • CIOs need to identify that the stakeholder operates on a relationship of trust as they collect assets, they turn to policy assessments, one way to help is to automate the process, automate negotiation, blockchain based, executed and deployed. • There is overlap between the identity and what is missing in identity management tools today. The work with the government of Alberta creating a simple ID, to start learning through a small pilot with what they can share. Stakeholders were keen to participate, putting people in control of their data. Data is encrypted and you can share the data with who you want, whenever you want. • We take data usage very seriously. Digital ID will be the catalyst for such actions, underpinning and layering on other capabilities, you put citizens in control of all data, not only their financial status. • Sharing data in the context of healthcare: there are challenges as healthcare data is stored in numerous places, healthcare is distributed locally. There is commonality, improving healthcare, mature model for custodianship. It is very dependent on Digital ID. Healthcare is sensitive, you must have good governance and conformance for it. In the future investment cycle, there is need to develop new tech across the world, as part of the research process, lots of commonality with other industries, we need to talk about trust frameworks, we need to talk about authorization and consent. 	
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<p>Questions:</p> <ul style="list-style-type: none"> <p>Cosanna Preston-Idedia stated that she works on the Digital ID file. She inquired if the request the CIO SC received to create a standard around Digital ID was the Pan-Canadian Trust Framework (PCTF)?</p> <p>Keith Jansa responded that request they have received is related to how internally we govern digital ID. The PCTF goes to roles and responsibilities and how to create a trusted ecosystem; this works supplements and complements the PCTF.</p> <p>Cosanna Preston-Idedia asked about the My Alberta Digital ID, what is the relationship between Service Alberta and CIO SC?</p> <p>Wellington Holbrook responded that the individual is creating their own digital ID, through the ecosystem it gives them the access to My Alberta ID based on blockchain technology.</p> <p>Neil Butters stated that he is a member of DIACC. The PCTF is a framework, layered beneath that is the conformance criteria. We need to go a layer deeper, define the credentials, their uses, what data based on LOA, what info that the credentials are capable of and what information could be shared and how that could be shared, if they don't do that, parties will take advantage and data will be shared without consent.</p> <p>There is a plethora of standards out there but for data protection there are none, we need to be always ahead of the curve. It is relevant to utilize the efforts, hear what is there and listen. An ecosystem of public and private sector will enable having the strategic discussions required to move forward. You cannot operate if you cannot share data internally and internationally. We get heard as a community as we develop cutting edge technology, creating a guideline and amalgamating what we all know.</p> <p>State of our ability of sharing data with each other. Technology is the winner takes all. Google, Facebook have all our profiles. How can we create a partnership to have control and access to our Google and Facebook data and feed it in the apps, utility to create that entrepreneurial opportunity for Canadians? Is our data personal to us, do we own the data that Facebook, or Google have?</p> <p>Natasha Clarke stated that Councils members are passionate about data sharing. When she goes back to her jurisdiction, she will likely have a conversation about data sharing agreements between departments. There is an economic and political imperative as well. We need help on building this political imperative and having the right conversations with the right people. Digital ID is our ability to drive a better economy, investing in and identifying people will help us and have a huge reward, how can we tackle that, how can we start shifting the conversation on that?</p> <p>Suggestion to include strong healthcare data standards as part of the conversation.</p> <p>Keith Jansa advised that the CIO Strategy Council is developing two national standards: one on third party access to data and one on digital production of digital assets, venturing into the data governance space.</p> 	
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	<ul style="list-style-type: none"> • We are learning such as putting people in control of their data, there are no established standards, provinces have standards, but there is a need for clear standards and clear objectives around standards, there are lots of lost opportunities because we don't have strong standards. • Natasha Clarke thanked the panel speakers and the CIO Strategy Council for a great opportunity to discuss responsible data sharing and the opportunity for public and private sector engagement in this discussion. We have an opportunity to further the conversation and learn from each other in this space. This is a complex space that requires different perspectives to tackle the complex issues. We are encouraged by the discussion and from learning more about the private sector's perspective in moving forward to improve citizens' services across the country. <p>A further discussion between the Joint Councils and the CIO Strategy Council on Responsible Data Sharing was encouraged. Joint Councils Co-chairs to advise on next steps.</p>	
	The meeting adjourned at 4:00 pm CDT.	