

MEETING NOTE

Advice to Minister Beare

MEETING DATE: April 22, 2021

CLIFF#: 114775

ATTENDEES: Joyce Murray, the Government of Canada's Minister of Digital Government and Member of Parliament for the federal riding of Vancouver Quadra

ISSUE: Lessons and opportunities for collaboration on digital government between the Government of B.C. and the Government of Canada

BACKGROUND:

The meeting provides an opportunity to discuss shared priorities relating to digital change between the Province and the Government of Canada. Minister Murray is expected to express interest in the Province's approach to digital government and in strengthening collaboration.

Canada's Minister of Digital Government

The role of Minister of Digital Government within the Government of Canada was established in 2019. In her role, the Minister oversees several federal entities. Her portfolio includes:

- **The Office of the Chief Information Officer (OCIO)** – This division of the federal Treasury Board Secretariat sets policy and strategy for digital and data-driven government.
- **Shared Services Canada (SSC)** – SSC is the federal provider of shared tech services.
- **The Canadian Digital Service (CDS)** – CDS helps federal departments deliver user-centric government services, serving largely as internal consultants.
- **The Digital Academy at the Canada School of Public Service** – The academy helps federal public servants gain the knowledge, skills and mindsets needed in the digital age.

Minister Murray has been a vocal supporter of digital change in the public sector. Of note, she successfully advocated for high profile commitments in the 2020 Speech from the Throne, including to “make generational investments in updating outdated IT systems to modernize the way that Government serves Canadians”. She has, however, been critical of some of B.C.'s efforts, including through a January 2021 opinion piece in the Georgia Straight newspaper lamenting B.C.'s reticence in using the federal COVID-19 Alert Application.

Recent progress on digital government in the Government of Canada

The Government of Canada is a leading digital government globally. In November 2019, Canada assumed the role of Chair of Digital Nations, an informal group of leading digital governments. Recent federal accomplishments in digital government include:

- **COVID response** – In response to the pandemic, CDS, OCIO and SSC supported an unprecedented shift to remote work and quickly rolled out essential services and benefits. They built digital tools to help Canadians navigate new benefits and COVID Alert, the national exposure notification application.

- **Policy** – Canada has significantly updated its digital policy instruments. In 2019, it released its mandatory *Policy on Service and Digital* and established conditions for user-centred service design and delivery. The Policy took effect on April 1, 2020.
- **Progress in priority areas** – Canada has made progress in recent years on topics such as artificial intelligence, digital identity, IT procurement reform, legacy modernization, open government, data, and greening government IT. It strengthened governance for digital government, including by formalizing the role of the Government Chief Information Officer as a Deputy Minister and having the Minister of Digital Government sit at Treasury Board.

Going forward a key area of focus is modernizing major IT projects. The Government of Canada is also focused on supporting departments and meeting operational needs to build whole of government components. A summary of Minister Murray's priorities for the future of digital government is available at Annex B.

DISCUSSION:

The Government of B.C. is viewed across Canada as a leader in digital government, particularly with regards to digital identity. Topics for potential discussion with the federal Minister include:

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|---------------------|----------------------------|
| • COVID-19 response | • Open data |
| • Digital strategy | • Race-based data |
| • Digital policy | • Registries |
| • Digital skills | • Privacy & FOIPPA updates |
| • Cloud | • Identity |

Detail on these topics, and their relevance to federal priorities, is provided in Annex C. Overall the relationship between the Government of B.C. and the Government of Canada on digital government is positive, but nascent. Areas of strong collaboration include digital identity, registries and access to cloud services. There continue to be opportunities to deepen collaboration, including through closer coordination around procurement for technology services, further progress on digital identity, and efforts to share technology components.

NEXT STEPS:

s.13; s.16

KEY MESSAGES:

- Thank you for your interest in sharing lessons on digital government. I know that you are familiar with some of our work here in B.C. I understand that when you were a provincial Minister you may have even been part of shaping current privacy legislation!
- **Progress** – I'm keen to hear about your experiences in the federal government. I saw the 2020 Throne Speech commitment around making generational investments in modernizing IT systems. How is that going?
- **Levers** – We've often taken different approaches to driving digital change here in the Province. Our Exchange Lab and our Digital Investment Board have both been instrumental in driving change. What measures have you been using to drive change?

- **Path forward** – I was interested to see your Four Pillars of Digital Transformation. Congratulations on an ambitious strategy. I'm curious whether you anticipate much scope for collaboration with the provinces?

s.13; s.16

Attachments: Annex A: Biography for Minister Joyce Murray
Annex B: Federal priorities for digital government
Annex C: Detail on potential areas of shared interest

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ANNEX A: Biography for Minister Joyce Murray



The Honourable Joyce Murray was first elected as the Member of Parliament for Vancouver Quadra in 2008.

Minister Murray is a dedicated community leader with a deep commitment to environmental sustainability and democratic engagement. Her federal political career follows a 25-year career building an international reforestation company and four years serving in the Cabinet of the Government of British Columbia.

In her earlier role as Parliamentary Secretary to the President of the Treasury Board, Minister Murray championed and helped lead the development of the Centre for Greening Government. Making federal government operations more environmentally friendly and efficient was a natural project for Minister Murray, whose entrepreneurial spirit was reinforced through her reforestation company. The company has planted almost 1.5 billion trees, including more than 500,000 that she planted herself.

Minister Murray is a thought leader, driving progressive new policies in government. Whether advocating for strong, smart environmental measures such as a tanker ban on British Columbia's north coast or for the legalization and strict regulation of cannabis, her ability to envision and deliver on bold new ideas comes from her depth of experience in politics and business. Her interest in environmental sustainability was evident in her master's thesis on global warming, which contributed to her receiving the Simon Fraser University Dean's Convocation Medal for top MBA graduate of 1992.

As a child, Minister Murray immigrated to Canada from South Africa with her family and settled in Vancouver. She has three adult children and five grandchildren, and lives in Vancouver Quadra with her husband, Dirk.

ANNEX B: Federal priorities for digital government*Shared by the Government of Canada on March 11, 2021***The Four Pillars of Digital Government Transformation***(to bring Canada from 28th in OECD to 1st in G-7 by 2025)*

	#1: Modernize Legacy	#2: Improve Service	#3: Implement Enterprise	#4: Transform the Institution
Transformation Goal	New modular methods to plan, replace, and manage mission critical legacy IT systems.	Outward-facing digital platforms and components are designed with and for the persons or organizations they serve.	An enterprise management approach to data stewardship and IT operations, tools and assets.	A diverse and inclusive public service whose culture and norms are flexible, collaborative and digitally capable.
Actions	Support departments to employ Digital Standards in redesigning, funding and implementing major legacy modernization.	Implement GaaP for the GC, including digital identity, Notify and Forms; and deploy digital teams to deliver common components and services.	Develop centralized strategic enterprise direction, infrastructure, tools, and systematic support for departments' digital needs.	Identify and tackle long-standing institutional barriers to digital innovation inherent in traditional siloed leadership and processes.
Outcome	GC's major service delivery systems are easy to use and maintain, and are reliable, secure and adaptable.	The public can trust GC transactions to be reliable, secure, timely, accessible and easy to use from any device.	Departments deliver GC policy objectives and serve Canadians better, enabling data-driven decision-making and more efficient and effective operations.	Public servants are empowered by modern approaches to deliver their departments' mandate to serve people better; and the GC attracts and retains top talent.
Critical Projects & Initiatives	GCMS replacement(IRCC) BDM (ESDC) AppMod/WLM projects	Govt as a Platform <ul style="list-style-type: none"> • Canada.ca • Sign-in Canada • Forms • Notify 	NextGen HR-to-Pay Enterprise Standards (OCIO) SSC enterprise tools and infrastructure GC back office enterprise systems (TBS lead)	CS Community Development (OCIO/OCHRO/CDS) Digital talent pools (OCIO) Digital Standards guidance (OCIO) Procurement policy/practiceupdates (OCG) Digital Literacy training (CSPS) DM Committees (Core & CEPP)

ANNEX C: Detail on potential areas of shared interest

This annex provides a non-exhaustive list of digital government topics that may be of interest:

- **COVID-19 Response** – COVID-19 made digital service delivery more urgent and relevant than ever. In B.C., prior groundwork around delivery-driven approaches and communities were instrumental in our pandemic response, allowing us to conduct design research, develop and expand digital services within days. The pandemic revealed opportunities for intergovernmental collaboration, including around sharing open source code, e.g., code to enable safe screening of returning travelers that was first developed in BC, then shared freely with Canada. Other opportunities include collaboration on digital identity via the Pan-Canadian Trust Framework, including an in-flight effort to ensure readiness to enable digital proof of vaccine registration, should such functionality be called for by decision-makers.
- **Digital strategy** – The Government of B.C. launched a digital framework in 2019 and has made good progress in strengthening the foundations for digital service delivery. The Government of Canada has similarly made progress in advancing its Digital Operations Strategic Plan. Minister Murray may be open to sharing lessons learned.
- **Digital policy** – A priority action in B.C.'s Digital Framework is to create a Digital Policy Framework, starting by modernizing government's Core Policy on information management and information technology. In 2019, the OCIO co-developed Digital Principles with a wide variety of stakeholders to guide the work of public servants. These principles also guide our Digital Policy Framework.
- **Digital Skills & Capacity-Building** – It is widely recognized that a key gap in enabling the effective digital-era design and delivery of public services, as well as optimizing internal government operations, is a shortfall in public service talent. To address this gap, B.C.'s Exchange Lab has piloted digital training and talent recruitment and retention efforts. It has also partnered with the Canada's School of Public Service to provide training. B.C. is now establishing a Digital Academy, modelled after the same agency in the Federal Government. Opportunities exist to expand collaborative opportunities across our governments, including in respect of training and talent mobility.
- **Cloud** – Cloud services are a core component of modern government service. B.C. has been working to remove barriers to adopting cloud services for several years. Over the last year, CITZ has worked with Shared Services Canada to use the federal Cloud Brokerage service to accelerate our cloud journey. Partnering with the federal government helped us accelerate a process that typically takes 18 months down to six months. We look forward to continuing to leverage the Cloud Brokerage as adoption of cloud matures. B.C.'s experience with the federal Cloud Brokerage service is a wonderful example of the value of collaborative procurement for technology solutions.
- **Open data** – The CITZ mandate letter includes a commitment to "support innovation, including in the B.C. tech sector, through open data initiatives." B.C. was the first province in Canada with an open data program and has more than open 3000 datasets. We intend to focus on engaging the technology sector to prioritize datasets for release that will enable further innovation. The Province collaborates with Federal-Provincial-Territorial partners through the Canadian Open Government Working Group.

- **Race-based data** – B.C. is working to understand the experience of Indigenous and racialized people through data and to address systemic racism. The work of Statistics Canada on ethnocultural data and initiatives like the Government of Canada's Quality of Life Framework are directly relevant.
- **Registries** – BC Registries is working with Innovation Science and Economic Development, the Province of Alberta and a consortium of Canadian banks on the Business Banking Digital Credentials Pilot. This project aims to demonstrate the use of digital credentials to provide required proof to obtain business banking products and services online. The CITZ Digital Trust Services team has successfully issued the Verified Person, Verified Organization & Verified Relationship credentials to a digital wallet.
- **Privacy & FOIPPA updates** – Privacy, Compliance and Training Branch explores ways to work across the B.C. government to enable digital tools in the context of BC's robust privacy legislation. This includes ongoing work to innovate and modernize the privacy impact assessment process in a digital context. Our work also benefits from ongoing engagement with our counterparts in other jurisdictions, including the federal government, on privacy and access topics. The Government of Canada recently updated its privacy legislation and may have lessons to share.
- **Identity** – The Provincial Identity Information Management (IDIM) Program within CITZ is responsible for identity management services. The BC Services Card is a trusted government issued identity credential enabling safe, secure, privacy-enhancing access to multiple government services in-person, online or through the BC Services Card mobile app. The mobile BC Services Card is a major contributor to the transformation of digital services. It is recognized as the only digital identity credential in Canada to achieve a level 3 trust assurance issued by the federal government. There may be further opportunities to deepen pan-Canadian collaboration around digital identity.