Introduction of the day

Sherry Sharpe *President, FMI-CC Board of Directors*

Janique Caron
Assistant Comptroller General, Financial Management Sector, Treasury Board Secretariat
Budget Priorities 2018 and the Role of the Strategic Financial Management Advisor

Filipe Dinis

Chief Operating Officer, Bank of Canada

Opportunities for a diverse career within the public service

Scott Davis *A/Director General, Financial Strategies and Costing, Shared Services Canada*

Proactively Addressing Cyber Security Threats

Budget 2018 Outcomes
for the Government of Canada's IT Infrastructure

Date: June 21, 2018

Presented to: The Government Priorities of the Day – Budget 2018

Presenters: Scott Davis, A/Director General, Financial Strategies and Costing
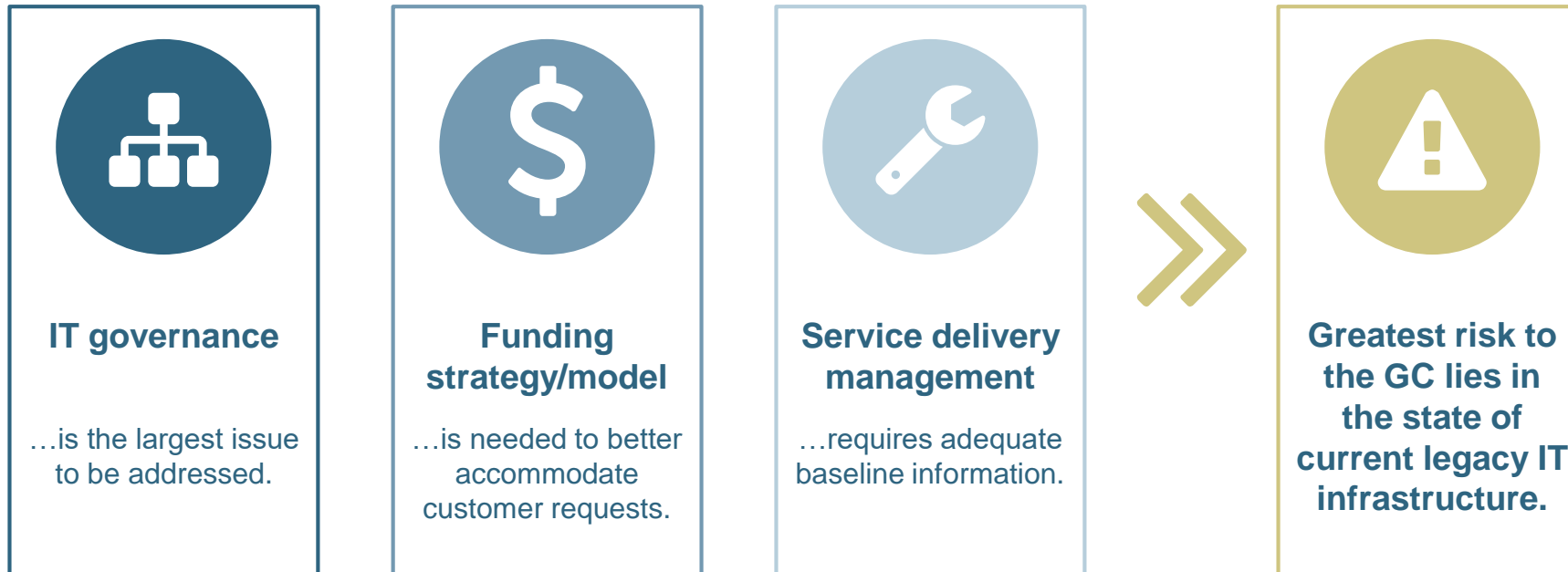
Purpose

- To review Budget 2018 outcomes for the GC IT infrastructure and next steps.

SSC will use Budget 2018 funding to respond to a number of challenges

The external review validated that the shared services model was the right approach when SSC was originally created, and remains the correct path – if adequately resourced and strongly governed.
Yet, service delivery to Canadians remains at risk.

IT governance

…is the largest issue to be addressed.

Funding strategy/model

…is needed to better accommodate customer requests.

Service delivery management

…requires adequate baseline information.

Greatest risk to the GC lies in the state of current legacy IT infrastructure.

Budget 2018 will allow us to take big steps towards addressing these challenges.

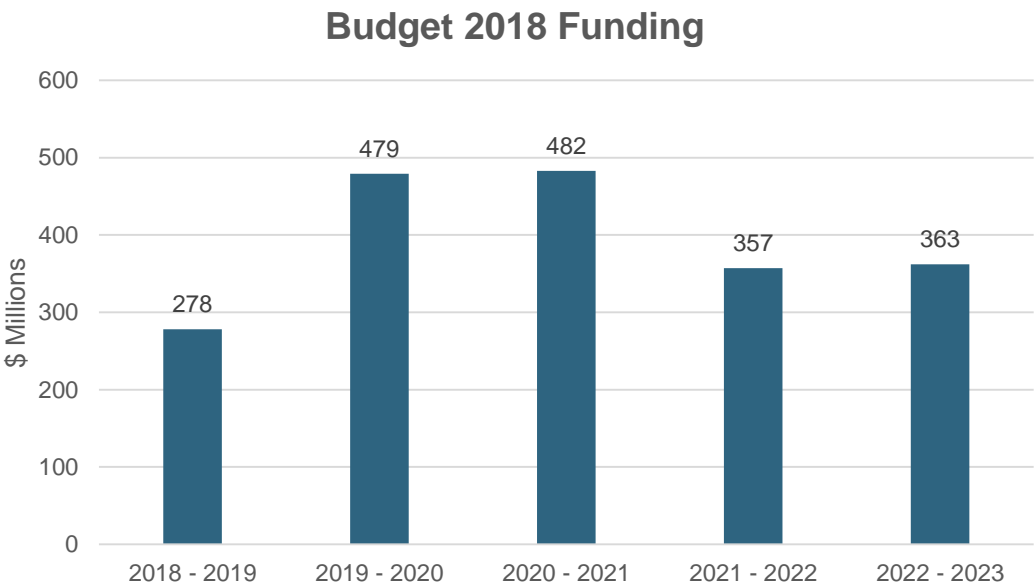# Key Budget 2018 outcomes for the GC IT infrastructure

Budget 2018 proposed $1.96 billion over five years for the following priorities:

| Modernization and cloud-first initiatives | Business tools to enable the GC's digital vision | Sustaining operations during the transition to the digital vision |

- The size of the investment demonstrates the importance of secure and reliable information technology infrastructure to the successful delivery of digital services to Canadians.

- The Budget signals a complete renewal of SSC and provides the foundation for successful delivery of the Minister's mandate commitment to improve information technology services across government.

Budget 2018 Funding

$ Millions

Year	$ Millions
2018 - 2019	278
2019 - 2020	479
2020 - 2021	482
2021 - 2022	357
2022 - 2023	363

Component 1:
Modernization and cloud-first initiatives

Potential Activities	Description
Secure Cloud Enablement and Defence	SSC and the CSE will establish secure connections to major cloud service providers to minimize cyber security risks.
Cloud architecture	SSC will update its technology platform and architecture to ensure the government can leverage cloud computing in all its forms.
Workload migration	SSC and departments will advance the migration of applications out of aging, high-risk centres and into the public cloud or to modern enterprise data centres.
Modernization projects	SSC will plan and execute enterprise modernization projects that are aligned to priorities set out in the Government of Canada Information Management and Information Technology Strategic Plan.

Component 2:
Business tools to enable the GC's digital vision

Potential Activities	Description
Endpoint Visibility, Awareness and Security	SSC will procure and implement new software to detect security vulnerabilities in servers and end-user devices. This is critical to mitigate against the exploitation of end-point devices by cyber criminals seeking to gain unauthorized access to government system.
Secret Infrastructure Expansion	SSC and CSE will enhance the government's secret-level telecoms network. The goal is to better protect sensitive government data, while supporting the efficient and secure exchange of information within and between departments.
Asset inventory	SSC will conduct a comprehensive inventory of its IT assets to provide the basis for an evergreening strategy.

Component 3:
Sustaining operations during the transition to the digital vision

Potential Activities		Description
Service integrity	Maintenance contracts	SSC will renew expiring maintenance contracts to sustain operations during the transition.
	Professional services	Recognizing the specialist skills required, SSC will engage professional services to augment its capacity to deliver services to departments.
	Public servant staffing	With the help of a recruitment firm, SSC will hire a significant number of resources (with a focus on external-to-government hiring) to address current service delivery gaps and enable the government's digital vision.
Evergreening		Building on the Budget 2016 investment, SSC will replace IT assets that have reached end of life, focusing on servers, storage, networks, telecommunications equipment, and security devices that support mission-critical applications and sites (e.g., airports and other border crossings).
Windows 2008		Upgrading government servers from the Windows 2008 operating system, which will no longer be supported by Microsoft after January 2020.
Improve the security posture of small departments and agencies (SDAs)		SSC, Treasury Board of Canada Secretariat (TBS), and CSE will develop a plan to migrate all SDAs to SSC's secure Internet gateway.

Other relevant Budget 2018 outcomes for GC IT infrastructure

- Legislation to strengthen the role of the Government of Canada Chief Information Officer will be included in the first Budget Implementation Act.

- SSC will receive $125 million over six years to support other government priorities such as Census 2021, the G7 Summit, and supporting 2018-2020 immigration levels.

- The Communications Security Establishment (CSE) will create a new Canadian Centre for Cyber Security to consolidate the cyber security responsibilities of several government departments.
    - The necessary machinery of government changes will be included in the first Budget Implementation Act.

- Budget 2018 also sets aside $110 million over six years to be accessed by SSC's partners to help them prepare their applications for migration to the cloud or to enterprise data centres.
    - The governance and process to allocate this funding will be determined with TBS.

Key challenges

How will SSC…

… find and retain people with the right skills and experience?

… secure the necessary professional services and/or maintenance contracts?

… manage a complex set of interdependent projects and initiatives?

… track and control the funding, and report on results?

… ensure partners and SSC employees are ready to implement changes of this scale?
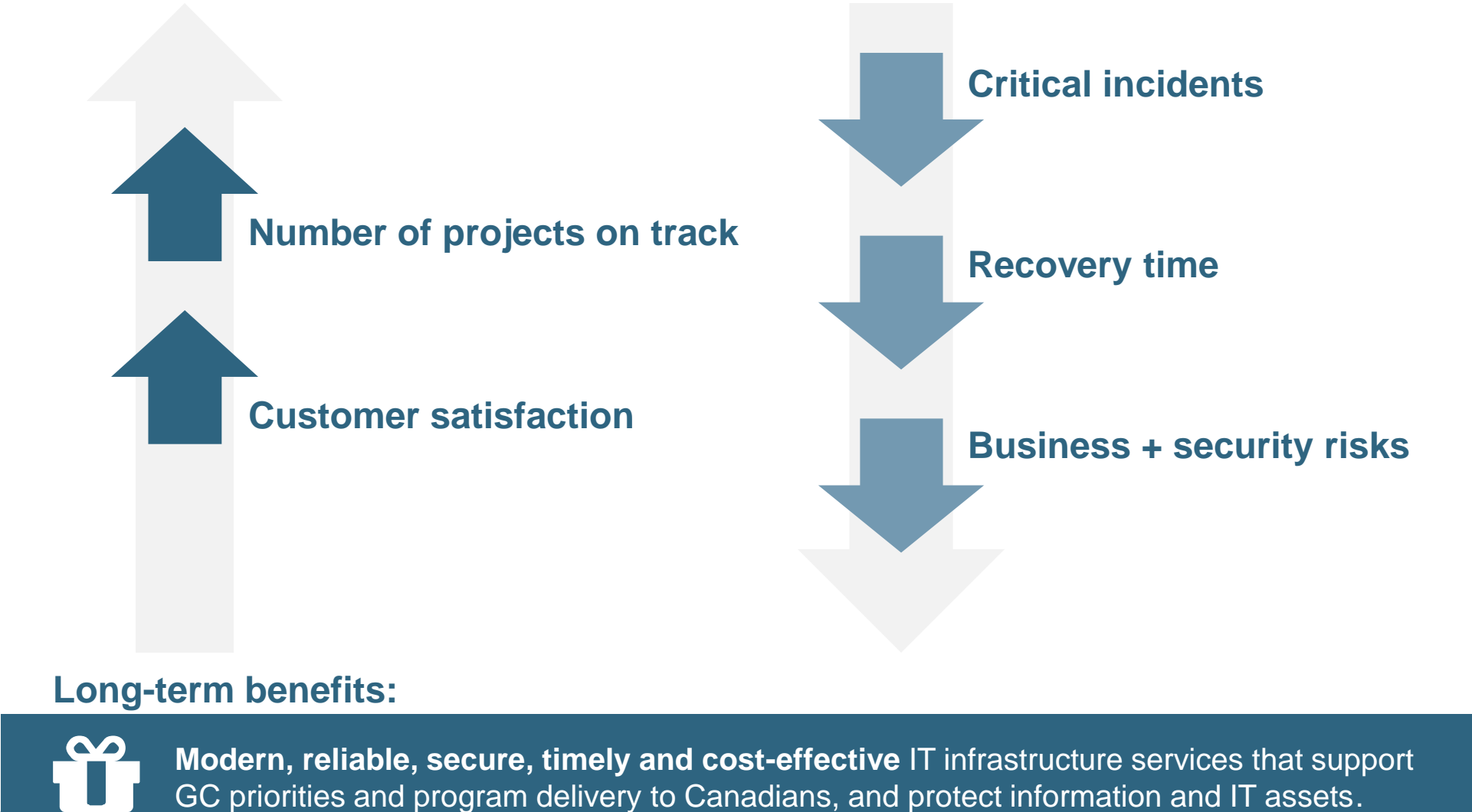
Mitigation strategies

- ✓ Innovative recruitment and marketing activities
- ✓ Onboarding and retention roadmap
- ✓ Learning and development initiatives
- ✓ Staffing support services
- ✓ Talent search contract

- ✓ Priority-based allocation of professional services to business lines
- ✓ Risk-based approach to establishing and/or renewing maintenance contracts for IT infrastructure
- ✓ Ongoing review/monitoring of contracts, reallocating funding as necessary
- ✓ Greater use of task-based contracts

- ✓ Project governance (including Project Management Board, creation of SSC Investment Board, project portfolio management tools, phased funding and advancing of projects, and TB project approval as required)
- ✓ Ongoing review and results monitoring (e.g., Departmental audit committee) and redeployment of staff as projects come to an end

- ✓ Partner engagement (e.g. targeted orientation and planning sessions, ongoing DM-to-DM engagement)
- ✓ Budget 2018 funding of $110M for partners to prepare for application migration
- ✓ Strengthened role for the GC CIO and enterprise IT governance committees

Anticipated long-term benefits of Budget 2018 for Departments and Canadians

Number of projects on track

Customer satisfaction

Critical incidents

Recovery time

Business + security risks

Long-term benefits:

Modern, reliable, secure, timely and cost-effective IT infrastructure services that support GC priorities and program delivery to Canadians, and protect information and IT assets.

Next steps

Spring 2018

SSC's immediate priority is to engage departments to finalize implementation plans.

SSC will be seeking Treasury Board approval to access funding and launch activities as required.

Summer 2018/ Ongoing

Implementation will begin in summer 2018.

Short-term

Medium-term

Discussion questions / Feedback

1. Do you have any advice related to implementing a complex portfolio of integrated projects and activities?

3. Are there any other risks or strategies we should take into consideration at the planning stage?

4. How can departments best collaborate to ensure success?

Health Break / Networking

Economic Policy Panel

Bradley Recker, *Director General Fiscal Policy Division, Department of Finance*

Colonel June Zuorro, *Director Budget, National Defence*

John Ommanney, *Executive Director Defence and Immigration Division, Treasury Board Secretariat*

Kevin Lindsey *Retired Assistant Deputy Minister, Chief Financial Officer, Department of National Defence* ***Moderator***

PD Sponsor Presentation - Alterna Savings

Angela Dzinas, Director – Ottawa Centre, Qtrade Asset Management Inc. - Mutual Funds Representative
alterna savings | alterna bank

Lunch / Networking

Social Policy Panel

Jamie Tibbetts *Senior Consultant, Financial Services*
Moderator

Paul Thoppil *Chief Finances, Results and Delivery Officer, Indigenous and Northern Affairs Canada*

Nadia Ferrara *Departmental Liaison, Status of Women Canada*

Dr. Leslie-Ann Keown, *Research Manager, Special Projects, Data Management Team, Research Branch, Correctional Service of Canada*

Guy Morissette *Director General, Key Initiatives, Health Canada*

Social Policy Panel

Paul Thoppil *Chief Finances, Results and Delivery Officer, Indigenous and Northern Affairs Canada*

Context

- Budget 2016 and 2017 invested over $11.6B

- Creation of Prime Minister chaired permanent bilateral mechanism with each of the Indigenous National representative bodies

- Creation of Review of Laws, Policies and Operating Practices Committee of Cabinet Ministers

- Stock-takes with the Prime Minister every two months on progress

PM Quote: "There is no more important relationship for the Government than the one with Indigenous Peoples of Canada."

What's New?

- A further $5B has been invested through Budget 2018 for a total of $17B for all Indigenous people so far.

- Machinery of Government change:

  - the dissolution of Indigenous and Northern Affairs Canada and the creation of two new departments: Crown-Indigenous Relations and Northern Affairs and Indigenous Services Canada

  - the transfer of First Nations and Inuit Health Branch to Indigenous Services Canada from Health Canada

  - the potential for further machinery of government changes to add to one or both departments from other parts of the Public Service

  - departmental legislation to be tabled in the fall 2018

- Prime Minister launched a Rights and Recognition Framework engagement process in Parliament this Spring to redefine our relationship between Indigenous Peoples and Canada.

Accomplishments to Date – *from Prime Minister Stock-Take Results*

ISC

- November 2015 baseline of 105 long-term drinking water advisories: 61 lifted/ 32 added/ 76 left
- 420 projects for safe, clean and reliable drinking water: 74 completed/ 346 underway

- 13,093 total housing units built, renovated or retrofitted (5,553 units Indigenous Services Canada/7,540 units Canada Mortgage and Housing Corporation): of total 5,536 completed/ 7,557 in progress

- 169 Education facilities projects: 22 completed and 147 in progress

- 213 Health facilities projects to build/update: 151 completed/ 62 in progress

- Jordan's Principle: 73,447 approved requests (e.g. respite care, assisted living services, nursing services, speech therapy, physiotherapy, mental health services, wheelchair ramps, etc.)

Accomplishments to Date – *from Prime Minister Stock-Take Results and Mandate Letter Tracker*

CIRNA

- Four of the **Truth and Reconciliation Commission Calls** to action have been completed, and 28 others expected to be completed within 18 months.
- Launched National Inquiry into **Missing and Murdered Indigenous Women and Girls**. Extension granted to the Inquiry until April 30, 2019, to complete its report, and until June 30, 2019, to wind down its work.
- Creating a space for Indigenous peoples directly across from Parliament Hill at 100 Wellington
- Work on a **new Arctic Policy Framework** proceeded from public engagement to co-development with Territorial, Indigenous, and Provincial partners.
- Created permanent **bilateral mechanisms** between the Prime Minister and each of the National Indigenous Organizations.
- Renewing **Nutrition North program**.
- Addressing **Childhood litigation** such as the Anderson/Newfoundland and Labrador, and the Sixties Scoop Settlements.
- Announcement on February 14, 2018, the government will develop in full partnership with First Nations, Inuit, and Métis peoples, a Recognition and Implementation of **Indigenous Rights Framework.**
- Over 60 **Rights and Recognition** discussions are underway with Indigenous communities, representing over 320 communities and a population of approximately 700,000 people.
- Since the start of fiscal 2015:
  - ✓ 73 First Nations were added to the schedule of the *First Nation Fiscal Management Act* bringing up the total from 147 to 220;
  - ✓ 41 First Nations have signed onto the Framework Agreement on First Nation Land Management (an increase from 113 to 154); a
  - ✓ 43 First Nations adopted the *First Nation Election Act* (increase from 4 to 47 FN).

CIRNA/ISC Finance Staff's On-Going Work

- **Creation of the two departments**: new org charts, hiring new FIs, revamping our financial systems, new financial delegations of authority, reviewing business processes, two Public Accounts reporting, two internal control frameworks; managing two sets of appropriations.

- **Transfer and on-boarding of 2600 staff and operations from Health Canada to Indigenous Services Canada**: Memorandum of understanding with Health Canada to ensure smooth operational support to First Nations and Inuit Health Branch, working with Health Canada and Indigenous and Northern Affairs Canada financial policies and procedures at the same time until new financial systems are implemented for Indigenous Services Canada.

- **50 Memorandum to Cabinet and 50 Treasury Board submissions associated with the $17B of new spending.**

- **Taking costing to the next level**: developing a new costing basis to be applied to a new Statistics Canada index on remoteness.

- **Implementing our FI Recruitment, Retention and Development Strategy** to strengthen our financial management capacity (e.g. hiring FIs through speed hiring event)

CIRNA/ISC Finance Staff's On-Going Work–continued

- **Establishing a New Fiscal Relationship with First Nations who are under the *Indian Act*:**

  - ❖ Offering grants in a significant way for the first time in Canadian history to qualified First Nations

  - ❖ Developing a mutual accountability framework and a national outcomes-based report for First Nations based on United Nations Sustainable Development Goals

  - ❖ Revamping our default prevention and management policy in order to move towards capacity development building

  - ❖ At the co-development table with Assembly of First Nations reviewing costing frameworks for remoteness, service population needs, and program or global escalators

  - ❖ Looking at governance frameworks for First Nations through the establishment of new institutions in this country such as a Firsts Nations Auditor General, Firsts Nations Fiscal Relationship Institution and Firsts Nations School of Public Service

- **Redefining the mission of Indigenous Services Canada from a program framework ethos to a service ethos strategy and looking at opportunities to devolve programming to Firsts Nations institutions.**

Conclusion

- FIs truly have an opportunity to make a difference within both departments as well as directly with First Nations peoples.

- We are delivering on the Canadian Government's most important relationship.

It's an exciting time to be at Crown-Indigenous Relations and Northern Affairs & Indigenous Services Canada!

Contact information

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Canada

Social Policy Panel

Nadia Ferrara *Departmental Liaison, Status of Women Canada*

Gender and Diversity Lens: Towards Responsiveness and Equality

June 21, 2018 – Financial Management Institute's Annual Conference
Government Priorities of the Day - Budget 2018

Nadia Ferrara, PhD
Status of Women Canada

Objectives

- To outline mechanisms to make gender inequality history, like gender budgeting and the application of the Gender-Based Analysis Plus (GBA+) as a critical policy tool

Making Gender Inequality History

- Gender equality is a cornerstone of inclusive growth

- Gender equality is not only for women and girls - all of us benefit

- Women's economic empowerment and financial inclusion are prerequisites for inclusive and equitable economic growth

- More gender-equal society associated with a higher quality of life for both men and women, and lower chances depression and divorce

How To Get There…

Two mechanisms:

1) Gender budgeting

2) Gender-Based Analysis Plus (GBA+)

Gender Budgeting

- Purpose to incorporate a focus on gender awareness and mainstreaming in all aspects of government budgeting

- Gender budget addresses the needs and interests of diverse groups of women, men, boys, and girls

- Tool through which the potential for differential gender impacts of government decisions can be lessened

- Gender equality outcomes inform budget priority setting

Government of Canada's Budget 2018 – An Example

- Budget 2018: gender is at the center of the government's decision-making and the forefront of the budget process

- GBA+ was made mandatory for all proposals brought forward for budget consideration

- Budget 2018: a responsive budget places emphasis on those usually disproportionately impacted by budgets, with goal to ensure more equitable outcomes

Government of Canada's Budget 2018 (cont'd)

- Some examples of proposals put forward for Budget 2018 include addressing:

  - ➢ Indigenous communities' well being, and

  - ➢ Women's unique barriers to entering and staying in the workforce

- These initiatives, along with others in Budget 2018 advance Canada's new Gender Results Framework, which is a critical step in gender budgeting

Gender Results Framework

The new *Gender Results Framework*, with six pillars, framed by the principles of:

- Whole of government
- Evidence-based
- Transparency

Leadership and Democratic Participation

Education and Skills Development

Economic Participation and Prosperity

Gender-based Violence and Access to Justice

Poverty Reduction, Heath and Well Being

Gender Equality around the World
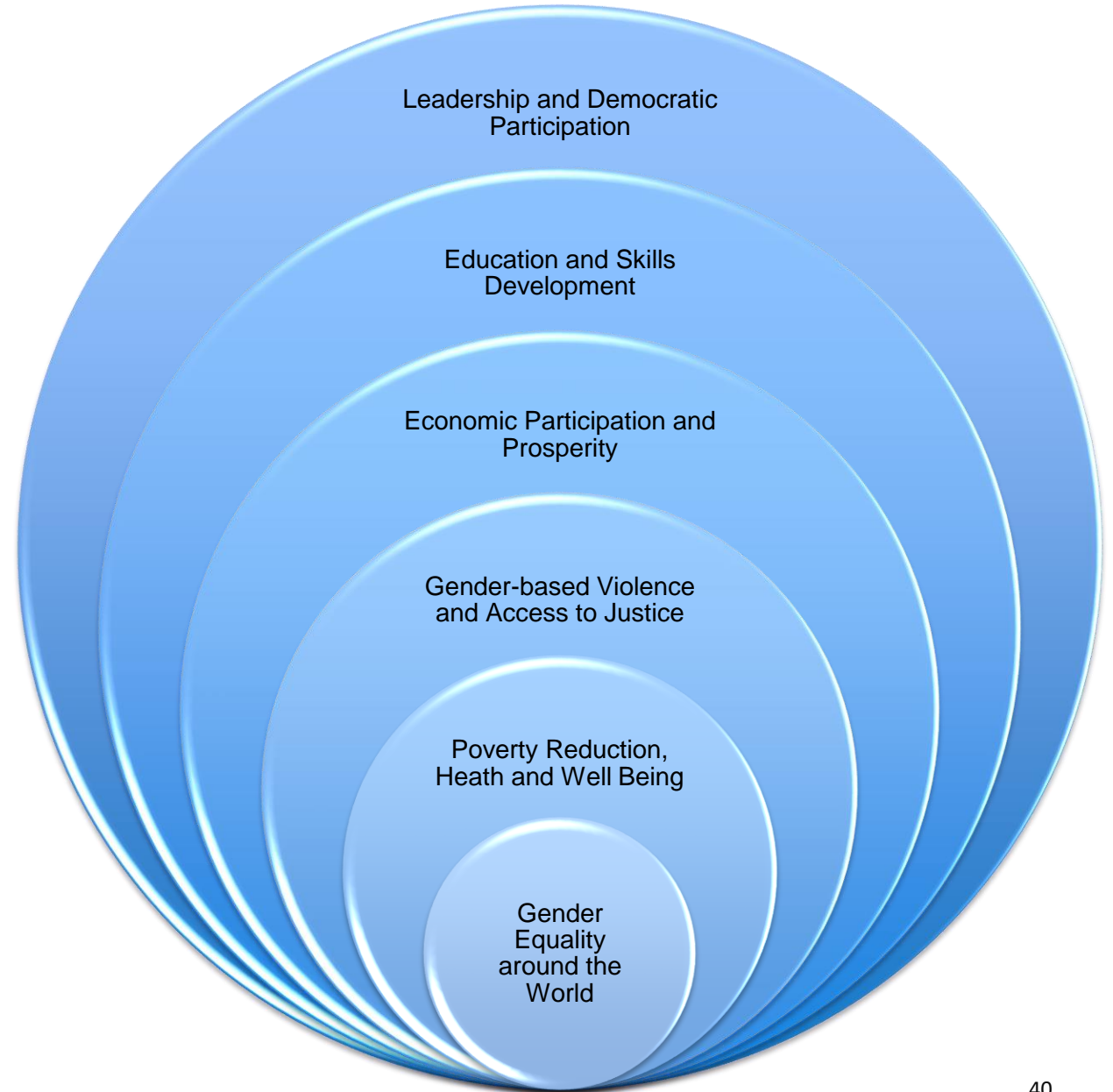
Applying the Gender Results Framework

Example for the *Economic Participation and Prosperity Pillar:*

- **Objective**: Equal sharing of parenting roles and family responsibilities

- **Results to Date**: Parents can now claim up to *18 months of parental leave*

- **Budget 2018 Action**: Supporting a **more equal distribution of child care** within the home through a new *Employment Insurance Parental Sharing Benefit*

Gender-Based Analysis Plus

- Analytical policy tool used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and initiatives

- Quality GBA+ supporting budget proposals is foundational to gender budgeting

- GBA+ goes beyond gender differences, taking into account multiple identity factors like ethnicity, religion, age, and mental/physical disability

- Goal to support more equitable outcomes at all levels of policymaking for all of society's members

Why is GBA+ Important?

- Our experiences are affected by intersecting parts of our identity

- GBA+ examines how sex and gender intersect with other aspects of our identities (ethnicity, religion, age, etc.)

- GBA+ critical to optimize impact and effectiveness of federal initiatives, allowing government to be more responsive to specific needs and circumstances of Canadians

GBA+ Applied to the Opioid Crisis

- Health Canada applied GBA+ to the opioid crisis to assess who is being impacted and how

- GBA+ guides decision making on how to target interventions that address more accurately the impacts of the crisis, and the needs of those impacted by the crisis

The Opioid Crisis: GBA+ Results

- Role of the caregiver – majority of the time it falls with women, where women will not prioritize their health over their children's

- Women not coming forward for support to deal with their substance abuse because of fear of losing their children

- Labor force participation is decreased when women are using opioids and not engaging in the economy

Canada's Commitment to Making Gender Inequality History

- GBA+ training available to all public servants through the Canada School of Public Service

- To promote sustainability, need to increase the capacity across the federal government to conduct GBA+, collect and analyze data, track and report initiatives over time

- Plan to legislate GBA+ so all future budgets continue to apply the new Gender Results Framework and build on the success of Budget 2018

Social Policy Panel

Guy Morissette *Director General, Key Initiatives, Health Canada*

The Opioid Crisis in Canada:

Federal Approach to a National Public Health Crisis

June 2018

YOUR HEALTH AND SAFETY... OUR PRIORITY.

What are Opioids?

Opioid Use in Canada

Illicit Drug Overdose Deaths including and excluding Fentanyl in British Columbia

Source: BC Centre for Disease Control
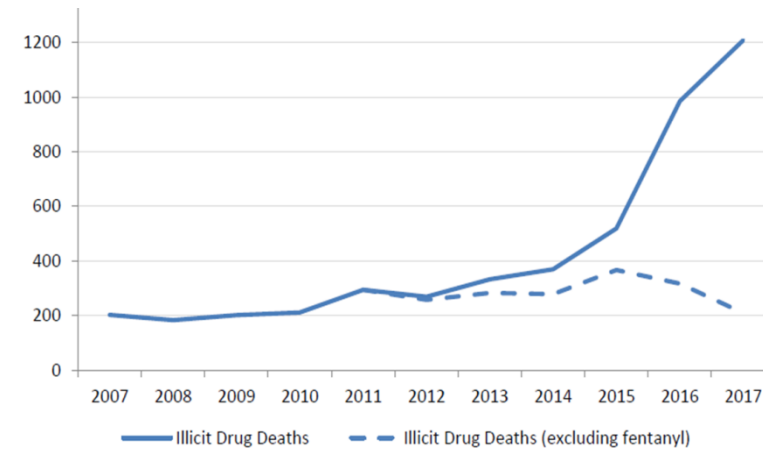
Canada's Opioid Crisis

There were 2,946 apparent opioid-related deaths in Canada in 2016

● Number of deaths in 2016

RATE PER 100,000 POPULATION

- 20.0 and higher
- 15.0 to 19.9
- 10.0 to 14.9
- 5.0 to 9.9
- 0.0 to 4.9
- Suppressed

7
5
18
1008[a]
606
69
199[+]
76
867
5
53
33
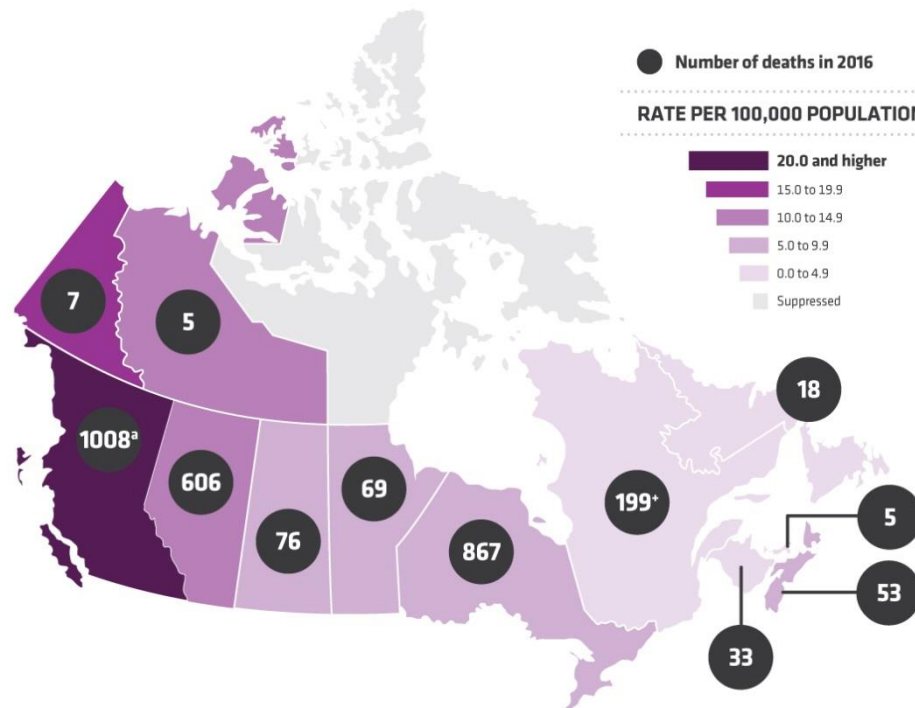
[a] British Columbia reports deaths related to all illicit drugs including, but not limited to, opioids.
[+] Expected to rise

92% of deaths occurred were accidental

76% of accidental deaths occurred among men

24% were among women

28% of apparent opioid-related deaths in 2016 occurred among individuals in the **30 to 39 year age group**.

The number of opioid-related deaths is expected to exceed 4,000 in 2017

Opioid-related Deaths in Canada

Rates by Leading Cause of Deaths for Canadians Aged Between 30 and 39
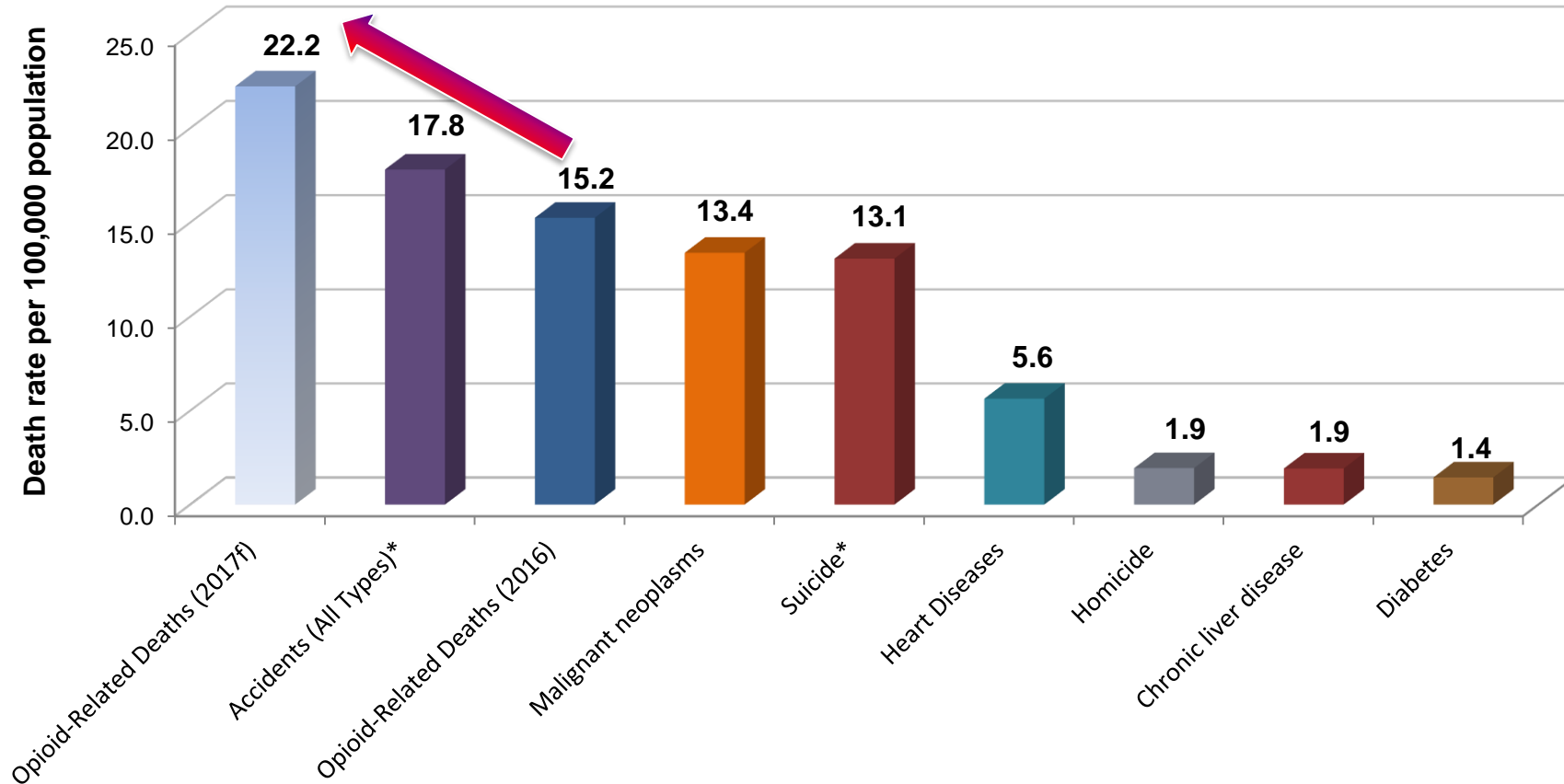
f = forecasted (based on an estimated 4,000 opioid-related deaths in 2017)
*Data on accidents and suicide may include opioid-related deaths

Addressing the crisis is a complex public health issue…
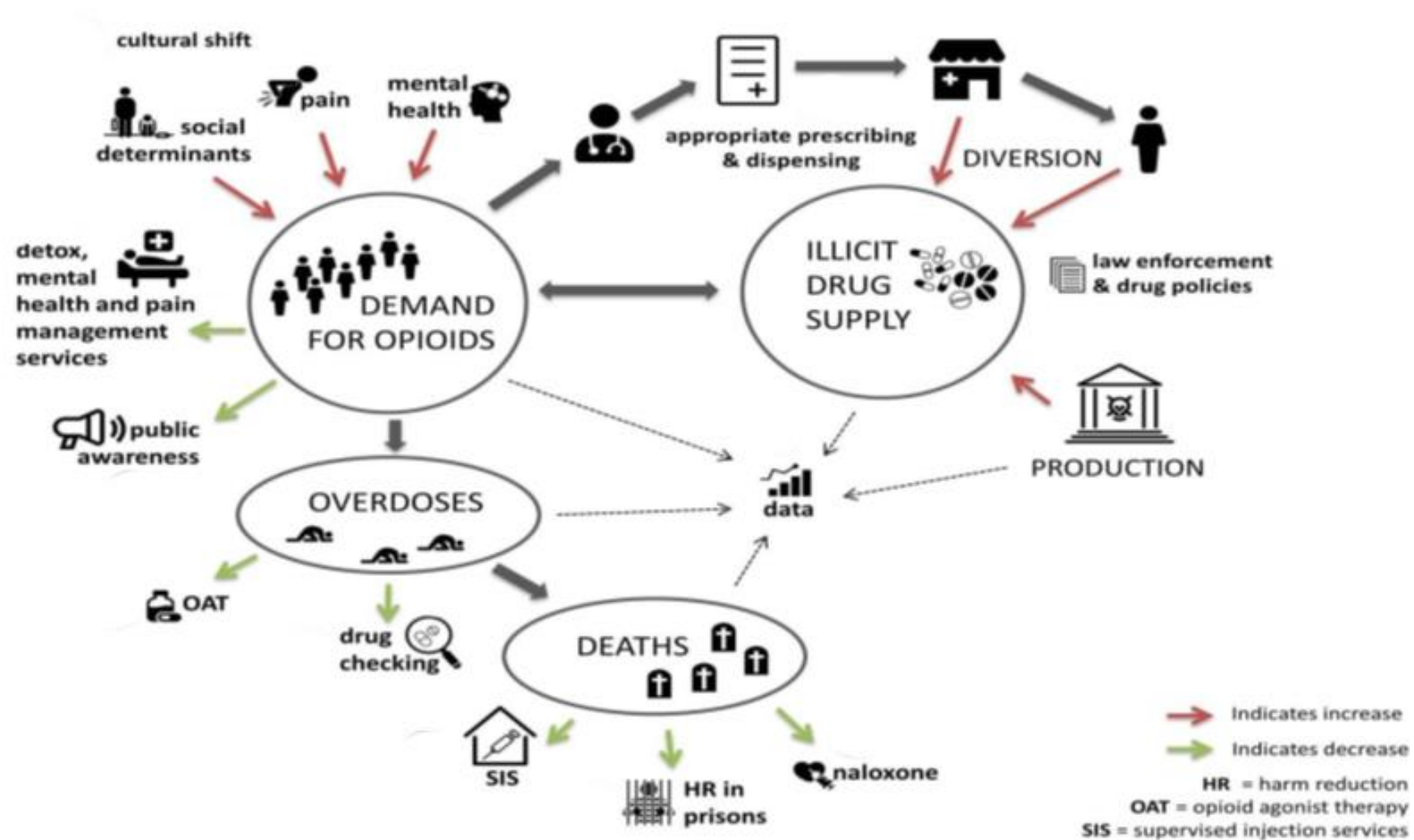
Adapted from: British Columbia Overdose Action Exchange Meeting Report, 2016

…requiring a whole of society approach

Federal Approach on Canada's Opioid Crisis

PUBLIC HEALTH EMERGENCY RESPONSE
Enabling a coordinated pan-Canadian response to the opioid crisis

Data, surveillance and research | Public communications | P/T and stakeholder engagement | Surge capacity, mobilization and support

PREVENTION

Preventing problematic opioid use

Implement the Health Portfolio's Problematic Prescription Drug Use Strategy
———————————————
Improve prescribing practices
———————————————
Better inform Canadians about the risks of opioids

TREATMENT

Supporting innovative approaches to treatments

Better access for rural and remote First Nations communities
———————————————
Improve access to medication-assisted treatments for opioid use disorder
———————————————
Improve treatment options for pain management
———————————————
Share knowledge on treatments for opioid use disorder
———————————————
Increase cooperation between the criminal justice system and social services sector (e.g., Drug Treatment Courts)

HARM REDUCTION

Supporting a range of tools and measures for individuals and communities

Support the establishment of supervised consumption sites
———————————————
Facilitate access to naloxone
———————————————
Ensure timely laboratory drug analysis information is shared between partners
———————————————
Support legislation to protect individuals who seek emergency assistance for overdose
———————————————
Reduce public health consequences of problematic drug use

ENFORCEMENT

Addressing illegal drug production, supply and distribution

Continue enforcement on the importation, exportation and trafficking of illegal opioids
———————————————
Pursue legislative, regulatory, policy and programmatic changes to better control substances and equipment
———————————————
Collect, assess and share information with law enforcement agencies domestically and internationally
———————————————
Support education and training for law enforcement

AN APPROACH SUPPORTED BY STRONG EVIDENCE
Better identifying trends, targeting interventions, monitoring impacts and supporting evidence-based decisions
- Facilitate timely and comparable data collection and methodologies
- Consult experts and support research and knowledge sharing

Budget 2018

$231.4M over 5 years

Treatment $163.2M

Stigma $18.7M

Borders $31.6M

Evidence $17.9M

Increasing access to treatment services
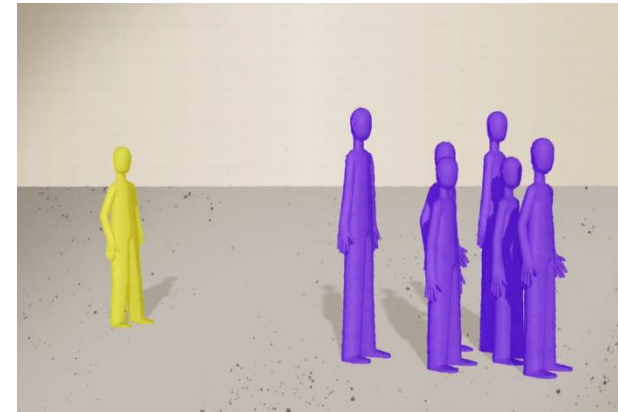
Approximately **250,000 Canadians** do not currently have access to the **treatment they need** to address their problematic substance use.

The one-time **Emergency Treatment Fund** will address approximately **20%** of this gap.

Federal Actions to Address Stigma

- Stigma videos in partnership with British Columbia and Nova Scotia

- Stigma webpages/ language tool

- $18.7M/5 years to address stigma, including launching a multi-year public education campaign

Changing How We Talk About Substance Use

TOPIC	INSTEAD OF	USE
People who use drugs	addicts junkies users drug abusers recreational drug user	people who use drugs people with a substance use disorder people with lived/living experience person who occasionally uses drugs
People who have used drugs	former drug addict referring to a person as being "clean"	people who have used drugs people with lived/living experience persons in recovery
Drug Use	substance/drug abuse substance/drug misuse	substance/drug use substance use disorder/ opioid use disorder problematic [drug] use [drug] dependence

More information

Canada.ca/opioids

Find information about:

Opioids
Opioids relieve pain. Used properly they can often help. But problematic use can cause dependence, overdose and death.
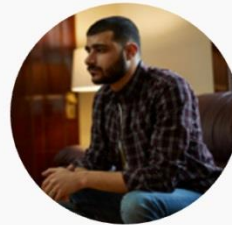
Opioid overdose
Overdose risks and signs: how to respond.

Naloxone
Where to get a naloxone kit.

Supervised consumption sites
Find requirements, guidance, locations.

Stigma
Defining stigma and why it matters.

Government response
Our comprehensive, collaborative, compassionate and evidence-based response.

hc.opioidresponse-interventionopioides.sc@canada.ca

Health Break / Networking

Christopher Egan, *Chief Executive Officer, Financial Management Institute of Canada*

In lieu of slides, National Office will be sending out a separate email with all of the information that Chris promised in his presentation.

PD Day Closing Remarks and Opening of Year-End Celebration

Sherry Sharpe *President, FMI-CC Board of Directors*

Thank you for coming!