

ITAC

Information Technology
Association of Canada



ACTI

Association canadienne de
la technologie de l'information

Annual Review 2016-17

Message from the ITAC Chair

ITAC

INFORMATION TECHNOLOGY
ASSOCIATION OF CANADA



ITAC Chair
Frédéric Boulanger
*President & Co-Founder,
Macadamian Technologies*

Continued advances in technology is rapidly disrupting many of the sectors in Canada and ITAC works to ensure Canadians take advantage of them to nurture a true 21st century economy.

For the last 8 years, I have held many positions on the national board and am currently one of the top three longest serving board members. This past year was my first as the Chair of the ITAC National Board. The commitment that comes at all levels of the ITAC association is very impressive. To see competitors in the business world come together and collaborate for the betterment of the ICT industry is a very powerful sign for the future.

More than ever before, the role of ITAC being the voice of Canada's information and communications technology (ICT) sector is crucial as technology is the fuel that ignites innovation across all sectors of our economy. ITAC offers an opportunity for unity that makes us all stronger and ensures a collective voice in advocacy to ensure policy makers and key influencers hear the concerns of the membership.

ITAC's membership reflects the broad diversity of Canada's ICT landscape – from start-ups in digital health to our strong SME community to mature manufacturers with global reach – but there is still an intimacy within ITAC that non-members may not understand.

As we look back on ITAC's year, I am encouraged by both the addition of 43 new members and the level of engagement shown by our members across the sector:

- 32 events
- 3,020 + people attended ITAC events (including non-members)

- 51 meetings held by 17 active committees, forums (including sub-committees, working groups, and ITAC Boards)
- 1,610 people attended various committee and board meetings
- 4,980 individual members receive our communications

We have continued to keep focus on our four strategic priorities:

1. Improving productivity through the adoption of technology
2. Driving innovation and competitiveness in the tech sector
3. Improving the talent pool, skills and diversity of the tech sector
4. Modernizing the public sector in its use of information technology

The impact of ITAC's work depends on the involvement of its members. There is tremendous brain power that resides within our association and ITAC's success depends on the engagement of enthusiastic, innovative leaders who believe we will have a better workforce, a louder voice in government and a more prosperous ICT ecosystem when we all work together. We also encourage engagement within our forums and committees by member employees as an educational tool to hear best practices as well as different points of view toward one voice for the ICT sector.

2016-17 Board of Directors

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Mary Ann Yule
Managing Director
HP Canada Co

* ex-officio

Message from the ITAC President

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Robert Watson
President & CEO,
ITAC

A member-driven not-for-profit, ITAC has served as the authoritative national voice of the \$170 billion ICT industry for over 60 years. The ICT sector generates more than 1 million jobs directly and indirectly and R&D expenditures totaled \$4.9 billion annually.

As we worked together for the second year of the Liberal government, we successfully continued the conversation forward on the importance of ICT and the need to collaborate on solutions to industry-wide issues for Canada's Innovation Agenda. The Liberal government has demonstrated its keen willingness to consult and collaborate with industry and academia. This included the OECD's *Ministerial Meeting on the Digital Economy: Innovation, Growth and Social Prosperity* in June 2016 where Minister Bains included ITAC as part of the Canadian delegation to Mexico, and where he led the first Innovation Roundtable.

Throughout the fall of 2016, ITAC launched a series of Innovation Papers that highlighted the bold, meaningful changes needed and set out to provide insight into the state of Canada's digital economy and offered solutions enabling the ICT sector to grow and drive home key policy changes.

ITAC underscored four fundamental priorities that the Canadian tech sector firmly stands behind, and developed four innovation white papers:

- Digital Economy
- Competitiveness & Trade
- Digital Government
- Talent & Skills Development

For the first time, ITAC hosted a '21st Century Procurement' one-day event to facilitate knowledge transfer and collaboration between the Government of Canada and experts in Canada's ICT community to help build a 21st century federal procurement practice in partnership with Public Services

and Procurement Canada (PSPC), Shared Services Canada (SSC), and Treasury Board of Canada Secretariat (TBS).

This year's Hill Day was a success once again and continued collaboration and insight on how Canada can move its digital agenda forward on Canada's Innovation Agenda. Member organizations had the opportunity to represent the ICT sector, sought to provide constructive advice, gained insight on budget announcements and co-created solutions with Government on the new session ahead.

We provided our members with impressive access to senior government officials and senior industry leaders in a variety of formal and informal settings:

- Two CCIO breakfast discussions featuring key Ontario influential leaders and hosted by David Nicholl, Corporate Chief CIO, Ontario Government (10th anniversary).
- CIO breakfast with Rob Meikle, CIO, City of Toronto and agency panelists.
- Ministerial Dinner series with Deb Matthews, Minister of Advanced Education and Skills Development (MAESD) and Deputy Minister Sheldon Levy.
- Fireside chats: Deputy Minister Angela Coke, Ministry of Government and Consumer Services; Rob Devries, CIO, Government Services Integration Cluster; Ken Kawall, CIO, WSIB; Deputy Minister Giles Gherson, Ministry of Economic Development and Growth (MEDG); and Marian Macdonald, Assistant Deputy Minister, Supply Chain Ontario, Ministry of Government & Consumer Services (MGCS).

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Message from the ITAC President

The ITAC members that participated in Hill Day had several meetings to engage with the Federal Government.

Pictured: Four ITAC member groups, aligned with our four fundamental priorities, engaged with Ministers, senior ministerial delegates and bureaucratic leadership as part of Hill Day 2017. Top picture is meeting with The Honourable Diane Finley, Official Opposition Critic for Innovation. Bottom right is meeting with David Lametti, Parliamentary Secretary to the Minister of Innovation, Science and Economic Development.



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This year's Hill Day was a success once again and continued collaboration and insight on how Canada can move its digital agenda forward on Canada's Innovation Agenda.

Each November our members and their guests attend the Ingenious Awards Gala designed to build awareness of how enlightened Canadians are building more competitive enterprises. It demonstrates how effective organizations can help build a stronger Canadian economy through the innovative use of technology – a night to truly honor innovation within the ICT sector.

ITAC Health issued a position paper on Canadian Healthcare Interoperability Standards with input from the ITAC Health membership. They hosted a second Queen's Park Digital Health Day that included in-person meetings with Ministers, senior staff, and opposition critics, an evening reception for MPPs that included a panel of thought leaders, and an address by the Hon. Dr. Eric Hoskins, Minister of Health and Long-Term Care. The Annual Canadian Reception at HIMSS was held in Orlando this year and continues to be a successful and well attended event for ITAC Health Members.

ITAC Talent had a banner year. Four successful regional Business Technology Management (BTM) events were hosted this past year in British Columbia, Alberta, Ontario

and Québec for post-secondary students, and a CareerMash event was held in Mississauga hosting 1,200 high school students and 20+ exhibitors for the career fair. The BTM Forum was established in 2016 as a national organization to support a unified Canadian BTM profession and provide the sustainability infrastructure for the BTM initiative.

ITAC Talent secured a four year grant under the Government of Canada's Employment Workforce Development and Labour (EWDL) Student Work Integrated Learning Program (SWILP). The project aims to create approximately 1,100 net new workplace integrated placements across Canada in tech and business related areas.

Beyond this, ITAC continued to work with its members to deliver value in both the policy and legislative arena as well as creating venues where companies large or small can connect and network. I encourage you to review our annual report and learn about the progress we've made on a wide variety of initiatives.

Learn more about ITAC on our website: www.itac.ca.

ITAC Talent: Improving the Talent Pool and Skills of the ICT Sector

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In partnership with IT World Canada, ITAC Talent offered the first annual National BTM Student Case Competition this year.



CareerMash hosted over 1,200 Grade 9 and 10 High Schools students at the "Inspiring Tech Careers" conference last year.

Central to meeting the talent opportunity is growth in post-secondary enrolments across the ICT spectrum. Though enrolments in existing and new programs are growing, ITAC believes the job potential for ICT-related skills will be greater than the supply for the foreseeable future.

ITAC Talent initiated a strategic planning effort this year to more clearly define key short and longer term priorities for talent and skills initiatives and consulted extensively with key representatives from industry, education, and government. The ITAC Talent *A Coherent Talent and Skills Strategy* report provides a set of specific solutions aimed at improving the skills and the IT talent gap in Canada.



Our research for the study also concluded that growth in the labour pool will not be sufficient to meet the needs and opportunities of the Canadian economy due to four challenges:

- Canada's ICT labour market has an ongoing mismatch between the needs of employers and the available skills of labour market entrants.
- The skills needs of ICT employers are extremely diverse and continually expanding in function and complexity.
- The ICT labour market continues to exhibit diversity issues, in particular low participation of women and First Nations. This is not just an equity issue; it puts a cap on the talent pool and limits the quality of ICT innovation.

CareerMash

Central to meeting the talent opportunity is growth in post-secondary enrolments across the ICT spectrum. Though enrolments in existing and new programs are growing, ITAC believes the job potential for ICT-related skills will be greater than the supply for the foreseeable future. The ITAC CareerMash program is helping to increase awareness and understanding among K-12 students and their influencers regarding the nature and attractiveness of ICT-related career options, pathways, and current/emerging market demand.

Careermash.ca remains a go-to site for young people with over 50,000 annual visits to the site. CareerMash hosted over 1,200 Grade 9 and 10 High School students at the "Inspiring Tech Careers" conference on November 14th at The Living Arts Centre in Mississauga to explore tech careers and the required skills that employers are looking for. Keynote speakers from Google Canada, Ubisoft Toronto, and YouTube Space Toronto, along with over 20 Exhibitors at the Career Fair spread the word about the endless possibilities that exist in today's tech careers, and inspire the next generation of tech workers.

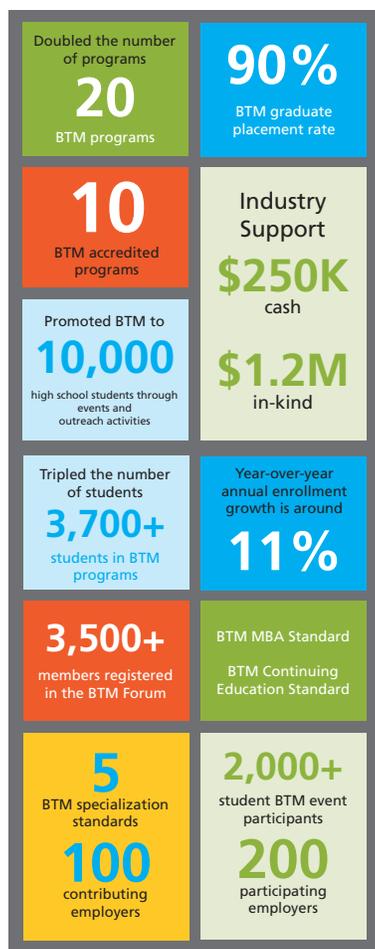
Business Technology Management (BTM)

In response to the success of the Business Technology Management (BTM) initiative that was launched in 2010, the Government of

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ITAC Talent: Improving the Talent Pool and Skills of the ICT Sector

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BTM: Delivering Impact – 2014 - 2017 in numbers

Through collaboration with academia and industry, the BTM has earned trust as the beacon for quality in digital skills. We are very proud of our achievements – far more than what we had originally thought we could do.

Canada in 2014 provided a generous three-year \$1.8 million grant to expand the BTM program with the ambitious goals to:

- Develop national occupational standards within the field of BTM;
- Evergreen the BTM 1.0 Learning Outcomes and Competency Standards developed in 2010 considering changing technologies and labour market needs;
- Expand availability of BTM programs across Canada;
- Foster engagement and adoption of BTM;
- Create a professional community of practice for BTM practitioners;
- Develop an accreditation mechanism for BTM post-secondary programs; and
- Develop a certification program for BTM practitioners.

The BTM expansion initiative has now been completed and we exceeded our initial expectations.

BTM TalentMash

The BTM TalentMash is designed to connect BTM students and recent



graduates with employers from across the country, to create awareness about the BTM program, and to provide a forum for students to network and gain professional insight about employer expectations. Now in its fifth year, BTM TalentMash events have grown to take place in five cities across Canada including Toronto, Montreal, Vancouver, Edmonton and Winnipeg, connecting hundreds of students and employers.

BTM Forum

The BTM Forum was established in 2016 as a national organization to support a unified Canadian BTM profession and provide the sustainability



infrastructure for the BTM. The organization provides a variety of services and benefits to BTM-type professionals including publications, conferences and events, educational 'tuning' programs; certification services, and the development of occupational profiles and post-secondary accreditation regimes.

Work Integrated Learning (WIL) Initiative

ITAC Talent secured a four (4) year \$4.8 million grant under the Government of Canada's Employment Workforce Development and Labour (EVDL) Student Work Integrated Learning Program (SWILP). If successful after the initial two years, the funding will be extended to \$9.5 million providing an additional \$4.7 million in wage subsidy funding.

The SWILP project will bring ITAC member companies and other stakeholders together, to work collaboratively to create quality work-integrated learning (WIL) opportunities, including co-op placements, and better align work-ready skills development to ensure that students are better positioned to secure meaningful employment opportunities in their chosen fields of study.

The ITAC project aims to create approximately 1,100 net new workplace integrated placements across Canada, in which students would acquire the 'work-ready' foundational and entrepreneurial / business skills required to secure meaningful employment in the future. As part of the WIL project, ITAC will also build a permanent ITAC initiative, Tech Partnership Canada (TPC). Its mandate will be to measurably improve the alignment between ICT-related programs and learning outcomes with labour market needs. It will also function as the advisory board for the WIL initiatives associated with the project, and will, as necessary, facilitate placement of WIL participants.

Diversifying Canada's Technology Workforce



ITAC Women on Boards opens the TSX Market. L-R, Denise Shortt, ITAC VP Industry Development, Robert Watson, President & CEO, ITAC and Mary Whittle, Chair of ITAC Diversity Committee.



Women in Leadership Speaker with Mary Ann Yule, President, HP Canada flanked by Joanne Stanley, Executive Director, WCT (Left) and Denise Shortt, ITAC.

ITAC continues to help diversify Canada's technology workforce through four streams: Board Diversity, Women in Leadership, Female Entrepreneurship and Influencing the Pipeline

Women continue to represent less than 30% of Canada's technology workforce. ITAC is committed to encouraging the growth and development of women in technology through research, special events and keeping the issue central in public policy. ITAC initiated the **Diversity Advisory Committee** due to the overwhelming evidence that gender diversity throughout an organization has significant impact on its performance and profitability. Our Diversity Advisory Committee has over sixty active members and focuses on four pillars: Talent in the Pipeline, Women Entrepreneurs, Women on Boards and Women in Leadership. Our Women in Leadership speaker series, created with partners Women in Communications and Technology (WCT), was extremely well attended in 2016-2017 and showcased female leaders from Corus Entertainment, Microsoft and eBay. We continue to partner with other like-minded organizations including Ryerson University and IT World to promote and host this successful series.

One of the highest profile diversity initiatives has been the creation of a Women on Boards registry that profiles board-ready women with technology experience who are qualified and interested in director appointments. The Committee set out to identify key women believed to have strong credentials, and organized two extremely well-received Board Discovery Day sessions to educate women on board governance.

ITAC research on the issue of corporate governance concluded that:

- Balanced Boards are Better Boards

- Diverse Boards Drive more Profitable Companies
- Women Directors tend toward Cooperation, Collaboration and Consensus
- Board Composition sets the Tone for the Company's Position on Diversity

As a result of our Women on Boards programming, we are now close to 40 highly qualified, board-ready women willing to serve as corporate directors. Efforts will continue in 2017 to match qualified candidates with key opportunities and we will continue to seek strategic opportunities and partnerships to promote our database of female leaders to Canadian corporations.

In February 2017, ITAC's Women on Boards Committee (chaired by Mary Whittle) also hosted an advisory roundtable session to 'move the dial' on gender representation of national private and public boards. Leaders from organizations including 30% Club, Catalyst Canada, AceTech, Women's Executive Network, Women in Capital Markets, Ontario Securities Commission, City of Toronto, and Institute of Corporate Directors attended the inaugural session and have committed to collaborate further on this important issue.

ITAC is also partnering with provincial and federal governments to collaborate on gender initiatives and support public policy designed to increase diversity.

If you would like to participate in ITAC's Diversity Initiatives, please contact Denise Shortt, VP Industry Development, dshortt@itac.ca.

Rewarding Innovation, Leadership and Scholarship



Winner of the BTM Scholarship. (L-R) Dr. Linying Dong (Faculty) presenting to Vardit Dmitrenko (Student)



Ingenious Award Winner – Team at University Health Network winner in Large Public Sector Category

Celebrating Success within the ICT Sector

ITAC Ingenious Awards and CanadianCIO of the Year Award

Canadians have a great deal to celebrate and acknowledge. In 2011, ITAC developed the Ingenious Awards to encourage Canadians who work in business, government, not-for-profit and other public sector organizations to share their achievements through the use of technology. Since then, the annual Ingenious Awards have showcased excellence in their use of information and communications technology (ICT) in projects, products or services that have demonstrated the power to significantly change businesses and lives across the whole spectrum of the Canadian economy.

The accomplishments of the 2016 winners provided a glimpse into the power of ICT to solve healthcare challenges, enable payment functionality easily on multiple devices using the cloud, increasing agriculture yields while reducing energy and labour costs, putting the power of big data analytics into the hands of SMBs and streamline day-to-day operations of a non-profit to better serve people in need. The 2016 edition of the Ingenious Awards also featured the winners of the CanadianCIO of the Year Award. Presented in partnership with the CanadianCIO Magazine and the CIO Association of Canada, the Award recognizes outstanding CIOs who have demonstrated superlative business and technological vision, and a capacity to drive enterprise transformation and deliver shareholder or stakeholder value.

Nominations for the 2017 awards close July 14, 2017. (www.ingeniousawards.ca)

Canadian Health Informatics Awards

The digital health revolution is creating foundational changes in the Canadian health care system. ITAC helps recognize those at the front line of change as a major supporter of the Canadian Health Informatics Awards. The annual awards program celebrates businesses, teams, projects and leaders who demonstrate e-health excellence.

Nursing Informatics Scholarship

ITAC Health supports the Canadian Nursing Informatics community with the Dr. Kathryn J Hannah Nursing Informatics Scholarship. Nursing Informatics is the “science and practice” that integrates nursing, its information and knowledge, with management of information and communication technologies to promote the health of people, families, and communities worldwide.

ITAC BTM Bursary

The annual ITAC Golf Tournament is an important networking opportunity and a portion of the funds raised go toward a \$5,000 Business Technology Management (BTM) scholarship. This past year, the deserving recipient was Vardit Dmitrenko, a student in the Business Technology Management (BTM) program at Ted Rogers School of Information Technology Management.

Advocating Tax Measures to Build a Strong Knowledge-Based Economy

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*Karen Atkinson,
ITAC Tax and Finance Committee Chair
Partner, EY Tax Services*



Business taxes can encourage or inhibit job creation and product development across the country. When structured correctly, the tax system can bring top talent, ground-breaking new technologies, and robust infrastructure which increases Canada's productivity and competitiveness.

ITAC's Tax and Finance Committee presents a unique opportunity for companies to reshape the tax system in order to help our industry prosper. Our tax and finance specialists provide a strong professional network which identifies tax changes that impact our industry and offer recommendations to the Government on how to improve Canada's fiscal landscape.

ITAC's Tax and Finance Committee is a well-established and a respected authority on federal and provincial tax policies. In 2016, ITAC's Federal Budget submission recommended that Canada hold a holistic consultation on taxation and innovation with a focus on identifying what the technology industry needs to increase its R&D spending, and how a new tax credit could supplement the existing Scientific Research and Experimental Development tax credit (SR&ED). This call was directly reflected in Budget 2017 which includes a government-wide review of all R&D funding programs including SR&ED.

The ability to illustrate how tax policies impact the broader economy and public policy is one of the Committee's greatest strengths. Currently, ITAC's Tax and Finance Committee is advocating for an expansion of the accelerated capital cost allowances to include the cost of ICT equipment and broadband networks. These tax changes would significantly increase the deployment of digital infrastructure and would provide economic and social opportunities to Canadians across the country.

ITAC's Tax and Finance Committee also seeks to foster innovation through strategic tax policies. These policies include placing a reduced tax burden on revenue generated from intellectual property, which will encourage the use of intellectual property across Canada, as well as indirect and direct tax incentives for R&D investments, such as the SR&ED Tax Incentive Program.

Through written submissions, one-on-one meetings with politicians and government officials, representations at roundtables, conferences and public forums, ITAC and its members advocate meaningfully for sound 21st century fiscal policy. All members should ensure that their finance experts are part of this Committee and are helping to reshape Canada's tax system.

For more information on Tax & Finance, please contact David Messer, VP, Policy, dmesser@itac.ca.

ITAC International Business Strategy



International engagement holds tremendous potential and growth for Canadian companies in the ICT sector.



Wipro hosting the Canadian delegation at their Bangalore campus during Trade Mission to India.

ITAC believes that international business development is essential if Canadian ICT companies are to grow to a significant size and we are committed to promoting early and successful global business development strategies.

Developing the skills

ITAC has worked with Export Development Canada and the Trade Commissioner Service of Global Affairs Canada to provide webinars about doing business in key markets. These events are designed to introduce ITAC members to the array of resources – including Trade efforts which are enhanced having Trade Commissioner Pratima Rao, the Ontario lead for the ICT sector, within ITAC's Mississauga office, ready to offer free consultations to members that are export-ready.

Making the connections on the ground

Trade Mission to India

ITAC hosted a trade mission to India, November 6-11, 2016, with 13 Canadian ICT companies. In partnership with the Canadian Trade Commissioner Service and Global Opportunities for Associations (GOA), the mission accompanied Minister Navdeep Bains of the Department of Innovation, Science and Economic Development. Minister Bains and delegation helped to promote stronger business ties between Canada and India while emphasizing the need for sound immigration policies which create inclusive growth. Together, the message was delivered that Canada is open for business.



(L-R) High Commissioner Nadir Patel, Carl Rodrigues, President & CEO, SOTI and Hon. Navdeep Singh Bains, Minister of Innovation, Science and Economic Development visiting SOTI's campus in Gurgaon in city's high tech hub.

OECD in Mexico

ITAC was invited by the Department of Innovation, Science and Economic Development (ISED) to join the Canadian delegation in June 2016 at the Organisation for Economic Co-operation and Development's (OECD) in Mexico. This unique opportunity allowed ITAC to engage with international leaders and provide input into global dialogue and gain global perspectives on: economic and social benefits of internet openness, stimulating digital innovation across the economy; improving networks and services through convergence; tomorrow's Internet of Things; new markets and new jobs in the digital economy; and skills for a digital world.

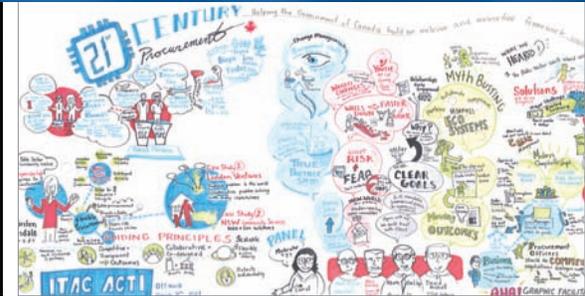
Canadian Reception at HIMMS

Each year, ITAC Health members attend the HIMSS Annual Conference and Exhibition that brings together 40,000+ health IT professionals, clinicians, executives and vendors from the around the world. Hosted this year in Orlando, it provided members the opportunity to network and leverage opportunity to export their products and services to scale into the United States. ITAC Health hosts the Canadian Reception at HIMSS at this event each year, providing a unique opportunity for members to network at HIMSS. Over 600 attended the reception.

21st Century Procurement: Modernization and Digital Transformation Across the Government of Canada



Honourable Judy Foote, Minister of Public Services and Procurement kicking off 21st Century Procurement Event.



Artist rendering capturing discussion during collaborative sessions for 21st Century Procurement

As the Federal landscape continues to change, ITAC is engaged in the discussions and bringing your issues forward.

To keep pace with transformation initiatives taking place across government, while making sure core issues are raised on behalf of membership, ITAC continues to engage both the departmental leadership and the ministerial staff within the core departments.

While ITAC continues to play a pivotal role in the transformation of the Government of Canada's IT infrastructure, significant issues remain. Thus, ITAC is engaging the ministerial staff at Public Services and Procurement Canada (PSPC), Treasury Board of Canada Secretariat (TBS), Privy Council Office (PCO), and the Prime Minister's Office (PMO) to create a Digital Leadership Advisory Council for Canada. This allows government and industry to collaborate on Digital Government and Canada's Innovation Agenda mandates.

ITAC remains committed to providing guidance on all procurement modernization initiatives at PSPC and Shared Services Canada (SSC). In tandem, ITAC is also collaborating with departmental leadership on ways to strengthen the existing industry engagement mechanisms so that the tech sector has a greater voice at the transformation table.

- ITAC's Federal Public Sector Business Committee (PSBC) is your source for all things federal procurement, government-wide IT modernization and departmental business transformation. Over 80 member organizations attend ITAC's PSBC each month to gain greater insight into the initiatives underway, interact with government, and

then highlight any issues within the in-camera part of the session. The PSBC also runs three working groups focused on staying abreast of procurement related issues, better aligning to the CIO community and providing guidance on enterprise IT solutions government may undertake.

- ITAC provides industry-wide feedback on government modernization and transformation initiatives through its Enterprise Working Group.
- ITAC's CIO Working Group supports the evolving role of the CIO as an equal partner and enabler. It is also a platform for CIOs to better engage and collaborate with membership through panels and events.
- ITAC's Procurement Working Group is a forum where industry can develop and refine solutions to issues encountered in federal government procurement. The Procurement Working Group focuses on the collaborative procurement process, risk management, and representations on behalf of all suppliers, including small and medium enterprises and aboriginal businesses.

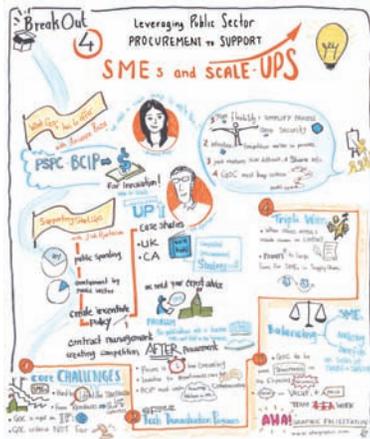
Federal Budget 2017 wins

To solve the legacy dilemma and set-aside funds to kick start digital initiatives to innovate public service delivery, the Budget affirmed the creation of:

- \$50 million Innovative Solutions Canada to drive strategic and experimental procurement.

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21st Century Procurement: Modernization and Digital Transformation Across the Government of Canada



On March 9, ITAC hosted a highly successful 21st Century Procurement event to help the GoC build an inclusive and innovative procurement framework, modernize contracts and review global best practices leverage procurement to support SMEs and scale-up.

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- Impact Canada Fund (\$8.1 million) to introduce new challenge and open problem solving approaches to federal procurement.
- Funding within the Impact Canada Fund to allow for experimentation in the delivery of federal digital services.
- To modernize procurement, the Budget proposed that legislative amendments be made to make procurement and delivery of IT goods and services to the federal government more efficient.
- The Budget announced the creation of a Canada Digital Service, informed by the models of the U.S.'s Digital Service/18F and U.K. Digital Government Service.
- The Budget also highlighted the right for federal employees to request more flexible work arrangements, including working mobile or from home, which could create opportunities for the ICT industry.

Highlights for 2016/2017

- ITAC hosted a highly successful 21st Century Procurement event on March 9th, 2017, with over 280+ attendees and bringing together PSPC, TBS and SSC together to help the GoC build an inclusive and innovative procurement framework, modernize contracts and review global best practices leverage procurement to support SMEs and scale-up.
- **Hill Day 2017**
On April 10, 2017, C-Suite executives from over 40 ITAC member organizations engaged with Ministers, senior ministerial delegates and bureaucratic leadership as part of our annual Hill Day. It was an opportunity to discuss modernizing procurement with the Deputy Minister of TBS, the CIO of Canada and the Deputy Clerk of PCO.
- **Events:**
2017 March 27 - following the publication of the Federal Budget, Minister Bains' office (Innovation Science and Economic Development) reached out to ITAC to

assemble a roundtable of C-Level executives from multinational organizations from the ICT sector to provide feedback on the new federal plans.

2017 February 23 - ITAC members participated in a roundtable in Ottawa with the Honourable Scott Brison, President of the Treasury Board to discuss how the information and communications technology (ICT) sector in Canada can support the Minister's service strategy and single-window mandates. More specifically, ITAC members discussed how ICT can help advance the Minister's digital service agenda including online service delivery, a 21st century policy framework, and the need to work across government to create foundational digital infrastructure capable of supporting innovation.

2016 November 10 – to discuss the GoC Transformation Plan, ITAC held a Consultation with Leona Alleslev, Parliamentary Secretary with PSPC to discuss the Shared Services Canada's IT Transformation Plan, and to answer questions about SSC's quest to build a stable and secure digital infrastructure for Government that innovates public service delivery, why SSC must update its plan to ensure success in meeting near and long term government priorities, and how the department is consulting with stakeholders to do so.

2016 September 8 – to inform members about the digital transformation of services to businesses (operating in Canada) at the department of Innovation, Science and Economic Development (ISED), an executive briefing was held with Corinne Charette to discuss the new Digital Transformation Hub, its plans & priorities for the road ahead, and the opportunity it provides the sector to help innovate business-centric service delivery.

For more information on Government Procurement and Transformation, contact Andre Leduc, VP, Government Relations and Policy, aleduc@itac.ca.

Cyber Security: Driving Policy and Building a More Resilient Canada

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Cyber security continues to be a priority focus in ITAC's advocacy and events.

As we advance into the connected world and the "internet of everything", the importance of cyber security increases rapidly. The past year has seen many high profile cyber events where attackers took down electrical systems, compromised entire hospital networks, and potentially undermined democratic elections. IBM reports that data breaches now cost Canadian firms an average of \$6 million to resolve, a 12% increase from 2015.¹ It is now more clear than ever that cyber security needs to be at the core of decision making to safeguard our economy and protect our public institutions.

Cyber security remains a core focus area of ITAC advocacy, especially at the federal level. During consultations on the Innovation Agenda, we brought forward the message that cyber security needs to be understood as foundational infrastructure for the digital economy. Security was also a core pillar of the federal Information Technology Strategic Plan consultations, which ITAC helped members engage and have a voice.

In 2016, ITAC also had a once-in-a-decade opportunity to influence the federal government's broader policy approach for cyber security through the Cyber Security Review and the National Security Review. Through these processes, ITAC members leveraged their subject matter expertise to deliver recommendations on how to increase cyber awareness, improve the resilience of Canada's economy, and support the growth of Canada's innovative cyber security industry.

The Government's response to the cyber security review is expected by fall 2017, and ITAC will be working closely with members to feed into implementation on any priority areas like talent development and security certification.

Moving into 2017, ITAC has formed a new Cyber Security Leadership Committee to lead and advise on ITAC cyber security initiatives. We plan on increasing connections with Canada's cyber incubators and accelerators and help spread the importance of cyber preparedness with new partners across the economy.

ITAC Cyber Security Forum

The ITAC Cyber Security Forum has met quarterly since 2000, and is the premier venue for discussion among ICT industry experts and government officials of emerging and ongoing cyber security issues and related policies, responses, and solutions.

Recent quarterly meetings of the ITAC Cyber Security Forum have featured presentations by experts from ITAC member companies and government officials on the following topics:

- Understanding Big Data Risk Exposures and Controls to Mitigate
- Creating Trustworthy IoT Ecosystems
- Reviewing the Federal Cyber Security Landscape
- Biometrics Standards
- Building a Corporate Security Culture in Canada

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¹ IBM, 2016 Cost of Data Breach Study: Canada, 2016.

Cyber Security: Driving Policy and Building a More Resilient Canada



ITAC has been working to drive the adoption of the Internet of Things across Canada, including applications like Smart Cities.

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- Canadian Cyber Threat Exchange
- Federal Industrial Benefits and Opportunities for Cyber Investment
- Canada's Delegation to RSA
- The Industry Need for Cloud Generation Security
- Helping Organizations Adopt Canadian Public Cloud
- Sooner than you Think: Quantum Computing and the Reinvention of Security
- Information Warfare and Peace Keeping in the Internet of Everything

ITAC is pleased to acknowledge the experts from the following companies, government departments and institutions for their willingness to share their impressive knowledge and insights with the community at Cyber Security Forum meetings over the past year: Ernst and Young, Ryerson University, Public Safety Canada, Smash Block, Fujitsu, the Canadian Cyber Threat Exchange, Symantec, Innovation Science and Economic Development Canada, Microsoft, ADGA, and ISARA Corporation.

Tech Trends, Smart Cities and the Internet of Things: Connecting our members with insights and supporting digital transformation

Across the ITAC community, members recognize that information sharing and collaboration not only helps their own professional development, it helps grow the digital economy in Canada. ITAC is a shared platform where members learn from their peers about new technologies, applications and business models as well as profile some of the innovative work they are doing.

In November 2016, ITAC continued its partnership with IDC Canada by holding a

Tech Trends Breakfast looking at Harvesting the Power of Cognitive Computing & AI in Business – featuring presentations by Deloitte, IBM and several AI start ups. We also worked with IDC Canada, IT World Canada and the CIO Association of Canada to host IDC Directions 2017 – a full day conference featuring top local and global analysts on market trends, opportunities and business strategies best positioned for growth.

ITAC has been working to drive the adoption of the Internet of Things across Canada, including applications like Smart Cities. In November 2016, we hosted the inaugural meeting of the ITAC IoT Forum, which in the future will meet regularly to support information sharing and showcase innovation from member companies across a range of emerging technologies.

ITAC has also been actively engaging with Infrastructure and Communities Canada to support the development and roll out of the \$300 million Smart City Challenge initiative. In January 2017, we hosted a consultation with over 100 ITAC members from 60 different organizations to advise the federal government how the Challenge can drive municipal technology adoption. We have also formed a committee of smart city experts to provide ongoing advice and support to Infrastructure Canada. ITAC will continue to work closely with the Government, our members and other municipal partners over 2017 to support this initiative.

For more information on Cyber Security, IoT and Smart City Challenge, please contact David Messer, Vice President Policy at dmesser@itac.ca.

ITAC Health: Driving Digital Disruption in the Canadian Healthcare System

ITAC

INFORMATION TECHNOLOGY
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It is imperative to advocate for continued efforts in further developing a well governed and planned Canadian Digital Health Agenda that will improve patient outcomes and further enhance the efficiencies of Canada's healthcare services.

The Canadian healthcare system is undergoing significant and disruptive change driven by rapid advances in digital health. In 2016/2017, the consumer, enabled by technology, has emerged as a defining force in healthcare. Patient-centered care, the ultimate goal for the healthcare system, may soon become a reality.

ITAC Health is working with its members, governments and other stakeholders to realize the opportunities inherent in consumer and community-based health. The transition from hospital to community, while empowering the consumer, is a complex integration challenge.

Across Canada, there is an effort to renew our legacy hospital systems and build upon the health information infrastructure that has been developed over the past decade. It is also recognized that a major enabler for change is support to the thousands of small Canadian companies developing innovative health solutions that disrupt the status quo while improving the health and well-being of Canadians.

ITAC Health members believe that it is imperative to advocate for continued efforts in further developing a well governed and planned Canadian Digital Health Agenda that will improve patient outcomes and further enhance the efficiencies of Canada's healthcare services.

Some of the significant activities of the past year included:

Canadian Healthcare Interoperability Standards

In 2016, the ITAC Health Interoperability and Standards Committee developed a Vendor Interoperability Standards Recommendations Task Force with a mandate to create an ITAC policy recommendation that will help shape the direction of Canadian healthcare systems interoperability standards, and to socialize those recommendations with government agencies and ministries to influence their procurement procedures.

In the spring of 2016, ITAC Health surveyed its members on the topic of healthcare interoperability standards. There were 31 responses with an even split between product and service companies as well as broad representation that crossed all healthcare sectors including ambulatory, acute, community, home, long-term and primary care.

Based on the outcomes of the survey, the task force formulated a number of consensus positions that were published in November 2016 in a position paper on Canadian Healthcare Interoperability Standards. This position paper has been heavily promoted by ITAC Health members at national and regional conferences addressing health informatics standards. The ITAC positions have been eagerly adopted by stakeholders as input into national and provincial interoperability standards and specifications.

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ITAC Health: Driving Digital Disruption in the Canadian Healthcare System



“Over the past year, ITAC Health continued to provide direction and leadership through the challenges experienced delivering healthcare in Canada. As the market moves to consumer and community care and the investments required in acute care, combined with many initiatives underway in the primary care market, ITAC Health will contribute to provide thought leadership on how we can meet these market demands. The Board thanks our members and administrative staff for their dedicated efforts.”

*– Gary Folker, Chair,
ITAC Health Board*

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Queen’s Park Digital Health Day

On May 9, 2017, Ministers, MPPs, political staff and industry leaders were invited to join ITAC Health members for our second annual Queen’s Park digital health day. The day included in-person meetings with Ministers, senior staff, and opposition critics, an evening reception for MPPs that included a panel of thought leaders, and an address by the Hon. Dr. Eric Hoskins, Minister of Health and Long-Term Care.

The goal for the day was to acknowledge the progress that has been made in Ontario, but also to highlight the need to complete the journey. Key themes included continued digitization of the health system, increased connectivity with community-based agencies, primary care, clinics and homecare, and the need for forward thinking policies and incentives to integrate consumer health solutions and innovations into the healthcare system.

The event provided ITAC Health the opportunity to emphasize how Digital Health can enable sustainability and improve patient engagement/care closer to home.

Ontario’s Patients First: Digital Health Strategy

ITAC Health is actively engaged with the Ontario Ministry of Health and Long-Term Care in the development and promotion of its *Patients First: Digital Health Strategy*. Our Advocacy Committee has provided industry input into the province’s consumer health and hospital information system renewal initiatives. This has included specific advice concerning innovative approaches into procurement and program delivery.



Gary Folker, Chair, ITAC Health Board of Directors; Brendan Seaton, President, ITAC Health; Michael Green, President and CEO, Canada Health Infoway; Sheilagh Maloney, Vice President, Consumer Health, Communications and Evaluation Services, Canada Health Infoway; Robert Watson, President, ITAC; Roger Girard, President, HealthOptions.

Educational Sessions, Workshops and Networking Events

Delivering valuable educational eHealth update sessions, webinars and topic specific workshops across Canada remains an important focus for ITAC Health. ITAC Health partners with COACH to host the annual Canadian Health Informatics Awards in June every year in conjunction with the National e-Health Conference. ITAC Health members also publish articles in the industry journal HIM&CC, the official journal of ITAC Health and COACH: Canada’s Health Informatics Association, identifying current issues and solutions in the eHealth sector. These articles are also posted on the ITAC website and through social media.

Of note in the past year, ITAC Health has run a series of webinars on subjects such as interoperability standards and new models for the promotion and procurement of innovative solutions, delivered by thought leaders in government, academia and industry. This approach enables access to leading edge information for ITAC Health members across Canada.

The Annual Canadian Reception at HIMSS was held in Orlando this year and continues to be a successful and well attended event for ITAC Health Members.

For more information, please contact Elaine Huesing, Executive Director, ITAC Health, ehuesing@itac.ca.

ITAC Advocacy: Driving ICT Fundamentals for Canada's Innovation Agenda



Robert Watson, President and CEO, ITAC with Prime Minister of Canada, The Right Honourable Justin Trudeau following Budget 2017.



ITAC's advocacy efforts bring key issues and perspectives of Canada's information and communications technology sector to federal, provincial and municipal decision makers.

Advocacy is an essential part of ITAC's mandate. We work with leadership at the federal and provincial levels along with key officials across the broader public service to facilitate innovation, collaboration and community growth.

ICT Fundamentals for Canada's Innovation Agenda

ITAC knew early in 2016 that growing innovation would be the core focus of the federal government's 2017 Budget announcements. To ensure the priorities of the ICT industry are front and centre, ITAC committed at the 2016 OECD Digital Economy Conference in Mexico to produce four innovation papers detailing ICT Fundamentals for Canada's Innovation Agenda.

The papers were developed by working groups made up of thought leaders from across the ITAC membership, and focused on four priority areas:

- Digital Government
- Talent and Skills
- Trade and Competitiveness
- Digital Economy

The papers were published monthly in the fall of 2016 and were socialized extensively across the Government of Canada. Over October and November, ITAC staff met with over 40 senior government leaders to highlight the issues and policy recommendations developed by our membership to grow Canada's innovation ecosystem.

When Budget 2017 landed in late March, it was clear this work paid off! Most of ITAC's key priorities were either addressed in the Budget or were moving forward through another process.

While Budget 2017 was a huge win for ITAC and Canada's ICT industry, the hard work now is feeding into implementation and ensuring the ICT industry's perspectives are considered in program design and delivery.

Hill Day 2017 – April 10, 2017

On April 10th, 2017, C-Suite executives from over 40 ITAC member organizations engaged with Ministers, senior ministerial delegates and bureaucratic leadership as part of our annual Hill Day.

While last year's Hill Day focused on raising awareness of key issues for the ICT industry, this year was geared towards providing input on positive budget announcements and advocating for issues that still need to be addressed.

Other 2016-17 Advocacy Highlights include:

- Senior Executive Meetings: ITAC hosted several small meetings with Senior ITAC Member Executives and top Ministers including Minister Bains (Innovation, Science & Economic Development), Minister Foote (Public Services and Procurement) and Minister Brison (Treasury Board).

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ITAC Advocacy: Driving ICT Fundamentals for Canada's Innovation Agenda

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During the Hill Day Reception, a panel of ITAC National Board members represented the four key fundamentals: Janet Kennedy of Microsoft (Digital Government), Jeremy Auger of D2L (Talent/Skills), Andrea Stairs of eBay (Trade/Competitiveness) and Mirko Bibic of Bell (Digital Economy).

While last year's Hill Day focused on raising awareness of key issues for the ICT industry, this year was geared towards providing input on positive budget announcements and advocating for issues that still need to be addressed.

- Committee Appearances: ITAC President and CEO Robert Watson took ICT industry perspectives directly to MPs at Parliamentary Committees on three occasions this year speaking on the Temporary Foreign Worker Program, Finance, and Privacy.
- White Papers: In June 2016, ITAC released its second white paper on the Internet of Things including direct recommendations for government. Many of the policy proposals in this document are reflected in new federal programs around strategic procurement and the Smart City Challenge.
- Privacy Consultations: ITAC was actively involved in providing industry input on several important consultations by the Office of the Privacy Commissioner looking at modernizing Canada's privacy framework to better protect online reputation and modernize approaches to consent.
- ITAC Intervention at the Supreme Court of Canada: In November 2016, ITAC intervened at the Supreme Court of Canada on behalf of the defendant in Facebook v. Douez. ITAC brought forward the perspective of its SME members in defending the importance of choice of law clauses in online user agreements.
- Driving the Creation of a Digital Leadership Advisory Council for Canada: ITAC has held a range of meetings and collaboration sessions with top government executives to advance the creation of a Digital Leadership Advisory Council for Canada, a public-private-academic body that would support the digital transformation of services and functions inside the Government of Canada. Work will continue on this file in 2017.
- Collaboration and advocacy efforts continue on the Integrity Framework! ITAC has taken a lead role in advocating member concerns around Public Service and Procurement Canada's (PSPC) Integrity Regime. New issues have surfaced and so ITAC continues to work with our members' legal officials to communicate issues, advocate for change and ensure the framework is aligned with that of our trading partners.
- Canada's Anti-Spam Law: ITAC has worked with a coalition of industry associations to advocate for updates to CASL, including a delay on the introduction of the Private Right of Action clause. In May we also hosted a breakfast session with senior CRTC CASL Compliance staff. ITAC will be heavily involved in the Parliamentary Review of CASL in 2017-18.
- NAFTA and Trade Policy: ITAC has been engaging with Global Affairs Canada to ensure ICT industry priorities are considered during renegotiation of NAFTA as well as a possible free trade agreement with China. As discussions begin, ITAC will work closely with Canada's Chief Negotiator to provide early feedback on issues impacting ICT.

For more information about ITAC Advocacy, contact Andre Leduc, VP, Government Relations and Policy, aleduc@itac.ca, or David Messer, VP, Policy at dmesser@itac.ca.

ITAC Ontario: Government Collaboration and Community-Building

ITAC

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Wai-Yung Yu, Chair, ITAC Ontario Board
Partner, Accenture



Ministerial Dinner: Robert Watson, ITAC with Honourable
Deb Matthews, Minister of Advanced Education and Skills
Development

The ITAC Ontario calendar was full of opportunities to engage with government to promote the important role of technology and innovation in the province's future.

ITAC's work in Ontario continues to be positively received by provincial departmental CIOs, senior bureaucrats and industry leaders and our volunteer board works hard to identify key member priorities and opportunities for access, influence and innovation.

After three years as a dedicated and results-driven Chair of the ITAC Ontario Board, Lisa Carroll (CGI) has moved on to take a position as a Director of the ITAC National Board where she will help champion federal activities and initiatives.

Wai-Ming Yu (Partner, Accenture) was announced as the new Chair in April 2017 and has already begun mobilizing the volunteer board with a refreshed digital agenda. Ms. Yu brings several years of experience to this new role as a longtime Ontario Board member as well as active participant of ITAC's Ontario Public Sector Business Committee executive.

ITAC continued its successful Ministerial Dinner series and on February 2017, hosting a private informal dinner with Deb Matthews, Minister of Advanced Education and Skills Development (MAESD) and Deputy Minister Sheldon Levy. Many of ITAC's top leaders attended the event with discussion centering on digital government (innovation agenda and government modernization) as well as discussion on how government and industry can collaborate to address talent and skills gaps and work together to cultivate top tech talent in Ontario and across Canada.

In spring of 2017, ITAC celebrated a ten-year anniversary of collaboration with Corporate Chief Information and Information Technology Officer, David Nicholl. Our CCIO bi-annual events continue to be sold-out with over 250 attendees and are widely considered to be 'must-attend' events for any company wishing to do business with the Ontario government. Attendees receive first-hand insight into CIO Cluster plans, critical information on impending procurement activities followed by an interactive panel format.

ITAC's Ontario Entrepreneurship and Innovation Committee continues to be actively engaged on key activities and initiatives for our SME members. In April 2017, Craig Taylor (Lenovo) took the helm as Committee chair and will focus on increased SME access to government, innovation showcase forums as well as designing partnership, funding, marketing and networking opportunities.

ICT is important to the Ontario Economy

The government's recognition of the need to modernize and share the full benefits of the digital economy with taxpayers is heartening. It dovetails with ITAC's foundational mission to helping promote a healthy ICT ecosystem in Ontario. More than 20,000 Ontario companies create more than 400,000 well-paying jobs. The industry contributes \$32.3 billion to GDP and research and development activity tops \$3.4 billion annually.

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CCIO Breakfast in April (L-R) Mohammad Qureshi, Head, Cyber Security, Karen McKibbin, Executive Lead, Health Services Cluster, Marian Macdonald, Assistant Deputy Minister, Supply Chain Ontario; Wynnann Rose, CIO, Labour and Transportation Cluster and Rocco Passero, IT Executive Lead and Assistant Deputy Minister, Treasury Board Secretariat

We provided our members with impressive access to senior government officials and senior industry leaders in a variety of formal and informal settings.

ITAC engages closely with government leaders across the Ontario government on policy and economic development issues central to the industry's success. Over 2016, Ontario rolled out a number of programs as part of their Business Growth Initiative, and ITAC worked to inform and connect members with new initiatives like the Scale-Up Vouchers program. Our budget submission advocated for a reversal of cuts to R&D tax credit programs as well as the creation of an Ontario Smart Cities strategy. ITAC has also engaged the Ontario government on new initiatives around increasing IP creation, potential changes to labour regulations and new cross-sector innovation programs.

Ontario Public Sector Business Highlights

The Ontario Public Sector Business Committee (ON PSBC) is a single voice for our industry in Ontario, focusing on providing value to the Ontario Public Sector as well as to our members and prospective members. PSBC Co-Chairs Karen Franklin and Shannon Lundquist (Deloitte) continue to guide strategy and priorities along with dedicated PSBC committee members.

Highlights of engagement with the Ontario government in 2016-17 include:

- Continued engagement with the Ministry of Government and Consumer Services (MGCS) on procurement improvements, modernization and innovation. In April 2016, ITAC hosted a Fireside Chat session with Deputy Minister Angela Coke and Rob Devries (CIO) Government Services Integration Cluster to discuss key priorities and initiatives.
- Due to increased member interest, ITAC has also broadened its advocacy activities to include increased interaction and influence with the Broader Public Sector. ITAC hosted a series of well received BPS CIO events in 2015/16 and will continue to engage with entities such as: WSIB, MPAC, ehealthOntario, Metrolinx, LCBO, and OLG for the coming year.

- ITAC has also increased engagement with municipalities and hosted a highly successful CIO breakfast in September 2016 with Rob Meikle, CIO, City of Toronto and agency panelists: Anthony Iannucci, CIO, Toronto Transit Commission and Alex Hocevar, Digital Services, Toronto Public Library.
- Our member-only Fireside Chat series continue to offer an intimate and off-the-record discussions of issues affecting leaders in Government. Deputy Ministers, CIOs and ADMs from Ontario Public Service (OPS) and Broader Public Sector (BPS) are invited to meet with our members in this interactive and informal forum. Guests from 2016-17 included: Deputy Minister Angela Coke, Ministry of Government and Consumer Services; Rob Devries, CIO Government Services Integration Cluster; Ken Kawall, CIO, WSIB; Deputy Minister Giles Gherson, Ministry of Economic Development and Growth (MEDG); and Assistant Deputy Minister Marian Macdonald, Supply Chain Ontario, Ministry of Government & Consumer Services (MGCS).
- ITAC also continued its Technology and Government series designed to give Ontario Ministry Chiefs of Staff a "Tech 101" education on key technology trends and innovations.
- ITAC continues to work actively with the City of Toronto on procurement improvement and innovation. Building on the success of the 2016 roundtable session hosted with Rob Meikle, ITAC and the CoT procurement team have created a joint working committee to modernize IT procurement and contracting for success. In February 2017, we held a second session focused on Procurement Innovation Enhancement and Jurisdictional Best Practices. A third session on Commercial Terms (Issues and Solutions) is planned for June 2017.

For more information on ITAC Ontario, please contact Denise Shortt, VP, Industry Development, dshortt@itac.ca.