CANADA'S THIRD BIENNIAL PLAN TO THE OPEN GOVERNMENT PARTNERSHIP

2016-2018

DRAFT End-of-term Self-assessment Report

September 2018

Table of Contents

Canada's Third Biennial Plan to the Open Government Partnership 2016-2018

End-of-term Self-assessment Report (September 2018)

1. Introduction and background

The Government of Canada has committed to being open and transparent. This commitment is based in part on the belief that openness and engagement with citizens and civil society can help design and deliver high-quality and impactful policies, programs and services.

The Government of Canada's commitment to open government is reflected in the Prime Minister's mandate letters to Cabinet ministers, which reinforce the expectation that federal departments[1] will do their part to ensure an open and honest government that:

- is accountable to Canadians
- lives up to the highest ethical standards
- advances Canadians' priorities with a renewed sense of collaboration

The government is fulfilling its commitment to open government through initiatives such as the following:

- the Open Government Portal (open.canada.ca), which provides access to open datasets and open information resources from departments across the Government of Canada
- the Open by Default pilot portal, which is testing a way to allow Canadians to explore working documents as they're being created
- hundreds of consultations and public engagement processes undertaken by federal departments over the last 3 years

Canada is also demonstrating its commitment to open government globally as an active member of the Open Government Partnership (OGP) since 2012. In 2017, Canada was elected to the OGP Steering Committee, and in October 2018, Canada will assume the role of lead government co-chair of the OGP.

Canada released its Third Biennial Plan to the Open Government Partnership in July 2016. The plan comprises 22 commitments to advance open government, grouped into 4 themes:

1. open by default;
2. fiscal transparency;
3. innovation, prosperity and sustainable development; and
4. engaging Canadians and the world.

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[1] Throughout this document, "departments" denotes federal departments and agencies.

The plan was implemented between July 1, 2016, and June 30, 2018. The commitments in the plan were designed to help deliver on core open government values, including transparency, accountability, and citizen participation

In accordance with OGP requirements, the Government of Canada published a [Mid-Term Self-Assessment Report](#) in September 2017. Canada's progress on implementation is assessed by an independent researcher through the OGP's Independent Reporting Mechanism (IRM). The IRM's mid-term report was published in April 2018. In this End-of-Term Self-Assessment Report, the Government of Canada reports on what it has accomplished between July 1, 2017, and June 30, 2018.

In summer 2017, the Government of Canada launched a [Progress Tracker for the Third Biennial Plan to the Open Government Partnership](#) to provide quarterly updates on progress in implementing open government commitments. This tracker went beyond the OGP's requirements for annual reporting, as it identified challenges and successes in addition to providing regular updates on progress.

Over the last year, the Government of Canada has made meaningful progress in implementing its commitments in the Third Biennial Plan to the OGP. This End-of-Term Self-Assessment Report seeks to offer a frank assessment of what we were able to accomplish and what we learned along the way. We have tried to be as transparent as possible about our challenges and failures, while acknowledging our successes and accomplishments.

2. National Action Plan process

Participation and co-creation throughout the OGP cycle

In advancing open government, the Government of Canada has sought to increasingly institute permanent feedback loops with citizens. Key tools for doing so include:

- **[Suggest a Dataset web page](#):** Citizens can:
    - indicate a dataset they would like to see released
    - indicate their interest in a dataset by voting for it
    - return to the web page to check on the dataset's status
- **Comments on [open.canada.ca](#):** Users are encouraged to provide comments on open.canada.ca. A comment box or feedback link appears on every open.canada.ca page and is monitored continually.
- **Email:** The Open Government team at the Treasury Board of Canada Secretariat has an inbox ([open-ouvert@tbs-sct.gc.ca](#)) that it uses to encourage comments, suggestions and feedback.
- **Social media:** [@OpenGovCan](#) is a dedicated Twitter account to share and engage with the open government community. Similarly, [Your Government at Work](#) on Facebook and the [Treasury Board of Canada Secretariat's LinkedIn page](#) are additional platforms for sharing information and soliciting feedback from citizens.

Participation and co-creation when developing the National Action Plan

Canada's Third Biennial Plan to the OGP was developed through extensive consultations over 3 months with Canadians and with stakeholders in civil society, business, academia and other sectors. The Government of Canada sought ideas and feedback on how government could become more open, accountable, and transparent.

To ensure that the plan met the needs and expectations of Canadians and stakeholders, a variety of public consultation and engagement activities were undertaken. These activities were conducted in 2 main phases: an idea-generation phase, and a consultation on the draft plan. During these phases, the Government of Canada collected ideas, comments and feedback through several channels, both online and in person.

In total, 1,451 individuals took part in consultations, including 312 individuals who took part in in-person consultation events. These participants generated over 1,200 unique comments and ideas about open government in Canada. The Government of Canada published a detailed What We Heard report to outline the results of the consultation and how comments were incorporated into the plan

Participation and co-creation when implementing, monitoring and reporting on the National Action Plan

All Government of Canada departments that were leading commitments were encouraged to consider how to work in partnership with stakeholders in civil society, the private sector, the media and academia to support the implementation of commitments under the Third Biennial Plan to the OGP. Notable areas where co-implementation occurred include:

- working with Canada's provinces and territories to develop a list of high-value datasets for release to make it easier for Canadians to compare data across federal, provincial and territorial governments
- working with the Government of Alberta to pilot and launch an online federated multi-jurisdictional open data search service to allow Canadians to search and access data from across jurisdictions, regardless of the data's origin
- creating new Guidelines for Reporting on Grants and Contributions Awards, which require departments to report on all grants and contributions awards, not just those over $25,000:
    - the guidelines were developed in collaboration with participating federal departments and external stakeholders
    - an online consultation was held to engage Canadians on the path forward for public reporting of grants and contributions
- collaborating with other governments that have either:
    - already introduced legislation that is similar to the Extractive Sector Transparency Measures Act
    - demonstrated an interest in increasing the transparency of the extractive sector

Launched in December 2017, Canada's Multi-Stakeholder Forum is a formal mechanism for regular 2-way communication on open government with the federal government and civil society. In addition to its regular meetings, the forum has been brokering additional meetings, discussions and working sessions between experts and stakeholders from civil society and government program leads.

To date, the forum's work has focused largely on developing Canada's 2018-2020 National Action Plan on Open Government, with less effort focused on the co-implementation of commitments in the Third Biennial Plan to the OGP. However, the Government of Canada intends to work with forum members to the greatest extent possible in co-implementing and monitoring Canada's 2018-2020 National Action Plan.

3. Recommendations of the OGP's Independent Reporting Mechanism

In January 2018, the OGP's Independent Reporting Mechanism (IRM) issued a mid-term report on Canada's progress in implementing the first year of the Third Biennial Plan to the OGP. The report recommended key areas of focus for future open government activities. It suggested:

- improving consultations for the next action plan, including consultations on co-creation standards
- earmarking specific resources to implement OGP commitments
- working with First Nations peoples to develop mutual commitments for improving openness, engagement and transparency
- passing robust reforms to the *Access to Information Act*
- harnessing Canada's existing open data expertise to boost the accessibility and usability of published information

The observations and recommendations of the report are being taken into account in the development of Canada's 2018-2020 National Action Plan on Open Government. For example, the Government of Canada undertook its most ambitious open government engagement process to date in support of the development of the 2018-2020 plan. Further details on this process will be outlined in the 2018-2020 plan and the associated What We Heard report

In addition, the Government of Canada is committing to working toward reconciliation with Indigenous peoples in its 2018-2020 National Action Plan. We will engage directly with First Nations, Inuit and Métis rights holders and stakeholders to explore an approach to reconciliation and open government, in the spirit of building relationships of trust and mutual respect. This draft commitment was purposely designed to allow for a significant co-creation and co-implementation, encouraging First Nations, Inuit and Métis rights holders and stakeholders to define their own approach to engagement on open government issues.

The Government of Canada values all the recommendations that the IRM made in its mid-term report. The insights listed above, and those offered alongside the mid-term report, have made contributed significantly to the development of Canada's 2018-2020 National Action Plan on Open Government. For

example, the IRM recommended that we publish more information on the budget and more department of finance information. Canada's 2018-2020 draft National Action Plan commits to creating and deploying tools for citizens to better understand this information. Additionally, our draft commitment on open government learning follows the IRM recommendation to educate public servants and politicians on open government.

4. Implementation of National Action Plan commitments

Table 1 summarizes Canada's progress in implementing its current Open Government Plan. Significant progress has been made over the last year:

- 16 of the 22 commitments have been completed
- the remaining 6 commitments have been substantially completed

Table 1. Completion level of Canada's Action Plan commitments

Action Plan commitment	Completion level
1. Enhance access to information	Substantially completed
2. Streamline requests for personal information	Substantially completed
3. Expand and improve open data	Completed
4. Provide and preserve open information	Substantially completed
5. Define an approach for measuring open government performance	Completed
6. Develop open government skills across the federal public service	Completed
7. Embed transparency requirements in the federal service strategy	Completed
8. Enhance access to culture and heritage collections	Substantially completed
9. Enhance openness of information on government spending and procurement	Substantially completed
10. Increase the transparency of budget and other Department of Finance Canada information	Completed
11. Increase the transparency of grants and contributions funding	Completed
12. Improve public information on Canadian corporations	Completed
13. Increase the availability and usability of geospatial data	Substantially completed

14. Increase the openness of federal science activities (open science)	Completed
15. Stimulate innovation through Canada's Open Data Exchange (ODX)	Completed
16. Align open data across Canada (Open Data Canada)	Completed
17. Implement the Extractives Sector Transparency Measures Act	Completed
18. Support openness and transparency initiatives around the world	Completed
19. Engage civil society on open government	Completed
20. Enable open dialogue and open policy-making	Completed
21. Promote open government globally	Completed
22. Engage Canadians to improve key Canada Revenue Agency services	Completed

Commitment 1: Enhance access to information

Overall completion level: substantial

Lead implementing department(s): Treasury Board of Canada Secretariat, working with Justice Canada and the Privy Council Office
Other actors involved: N/A
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

The *Access to Information Act* maintains openness and transparency by serving the important public interest of enabling public debate on the conduct of government institutions, in turn strengthening the accountability of the Government of Canada to Canadians. In recent years, the need to update the Act has been noted during open government consultations and by the Information Commissioner as well as other stakeholders. It has not been significantly updated since 1983.

What was the commitment?

The Government of Canada will move forward on a first round of concrete proposals to improve the *Access to Information Act*, informed by the views of Parliament, the Information Commissioner, and consultations with Canadians, and will then undertake a full review of the Act by no later than 2018.

How was the commitment expected to contribute to solve the public problem?

This commitment will put more information in the hands of Canadians and provide greater transparency on the use of public funds.

The Government's specific commitments to improve the Act in the near term include:

- Making government data and information open by default, in formats that are modern and easy to use;
- Eliminating all fees, except for the initial $5 filing fee;
- Providing requestors with a written explanation when information cannot be released;
- Giving Government institutions and the Information Commissioner authority to decline to process requests that are frivolous or vexatious;
- Giving the Information Commissioner the power to order the release of government information;
- Ensuring that the *Access to Information Act* applies appropriately to the Prime Minister's and Ministers' Offices, as well as administrative institutions that support Parliament and the courts;
- Undertaking a mandatory legislative review of the *Access to Information Act* every five years; and
- Strengthening performance reporting on the Access to Information program.

To make early progress on these commitments, on May 5, 2016, the Government of Canada issued an *Interim Directive on the Administration of the Access to Information Act*. The Directive sends a strong message across federal institutions that government information belongs to the people it serves and should be open by default. It emphasizes that government information should be available to the public,

except in very limited and specific situations when it must be protected for reasons such as privacy, confidentiality, and security. The Directive also directs federal officials to:

- waive all Access to Information fees apart from the $5 filing fee; and
- release information in user-friendly formats (e.g. spreadsheets), whenever feasible.

Relevance to OGP values

This commitment relates to the OGP values of transparency, civic participation, and public accountability.

Expected result

Canadians will have timely access to government information. This will make government more accountable to Canadians and enhance democratic participation.

Implementation results and lessons learned

1.1 **Milestone:** Seek input from Parliament, the Information Commissioner, stakeholders and with Canadians on how to revitalize access to information.

Description of results: This item was completed in the spring of 2016. In May and June 2016, the Government of Canada held public online consultations on its proposals to revitalize access to information. Feedback from these consultations was summarized in a What We Heard report published online on October 19, 2016.

On October 17, 2016, the Government tabled its response to the House of Commons Standing Committee on Access to Information, Privacy and Ethics' June 2016 report.

Lessons learned: Through the consultation process, we learned that Canadians are frustrated with many aspects of the current Access to Information framework and practices. Bill C-58 only addresses a subset of these concerns. It will be important that the planned Phase 2 full review of the Act take a broad approach and facilitate input from stakeholders and users of the Act, including Indigenous researchers and representatives. We also learned the importance of ensuring that our work reflects the feedback we receive from Canadians.

1.2 **Milestone:** Introduce legislation to move forward on improvements to *the Access to Information Act*.

Description of results: On June 19, 2017, the Government introduced Bill C-58 in the House of Commons to modernize the *Access to Information Act*, provide the Information Commissioner with the power to make binding orders, apply the Act appropriately to the Prime Minister's and Ministers' offices, Members of Parliament and Senators, as well as institutions that support Parliament and the courts. It would also make more government information open by default (see the news release).

In November 2017, a number of amendments to Bill C-58 were made in the House of Commons, including:

- Requiring that an institution obtain the Information Commissioner's prior approval to decline to act on a vexatious or bad faith request. This change provides greater assurance to Canadians that legitimate requests will not be declined.
- Preventing institutions from declining to act on a request on the sole basis that it did not meet the requirements to provide a specific subject matter, type of record, and period or date of the records sought.
- Clarifying that Canadians will be able to request the original versions of documents that are proactively released under Part 2, in order to validate the information that has been published. The Information Commissioner would have oversight of the documents released in response to the request.
- Giving the Information Commissioner clear authority to publish reports of findings, including any orders made.
- Requiring that mandate letters must be disclosed within 30 days of being issued. Bill C-58, as introduced, did not set a timeframe for the release of mandate letters.

Lessons learned: The Government of Canada is committed to modernizing the *Access to Information Act*. This is a complex task. In preparing new legislation and trying to respond to stakeholder input, we were reminded again that changes to the Act need to be carefully crafted to balance more open government with other important democratic values, such as the privacy of citizens, the impartiality and objectivity of the public service, and the independence of the judiciary.

1.3 **Milestone:** Once this first round of improvements has been implemented, undertake a full review of the *Access to Information Act* by no later than 2018.

Description of results: The full review of the Act has not yet been initiated. On December 6, 2017, the House of Commons adopted Bill C-58 as amended at third reading and the Bill was referred to the Senate. On December 7, 2017, the Senate heard C-58 at First Reading. On June 6, 2018, C-58 was heard at Second Reading and referred to the Senate Standing Committee on Legal and Constitutional Affairs for study. As Bill C-58 is still before the Senate and has therefore not yet been implemented, a full review of the act has not yet begun.

Lessons learned: See failure report below.

Completion level

1.1 Compete
1.2 Complete
1.3 Limited

Failure report

1.3 "Once this first round of improvements has been implemented, undertake a full review of the Access to Information Act by no later than 2018."

Bill C-58 would create a statutory obligation to undertake a full review of the *Access to Information Act* beginning within one year of Royal Assent of Bill C-58. Bill C-58 is still before the Senate and has therefore not yet received Royal Assent. Consequently, the commitment to conduct a full legislative review of the *Access to Information Act* by no later than 2018 will not be completed.

Open Government Partnership National Action Plan commitments that include the implementation of legislative changes are challenging, as the timeline for adopting such legislation is dependent on Parliament, and not within control of the public service.

For future Plans, commitments related to legislative changes will need to take into account the independent role of Parliament, balancing the legislative process with the 2-year timeline set out by the Open Government Partnership.

Commitment 2: Streamline requests for personal information

Overall completion level: substantial

Lead implementing department(s): Treasury Board of Canada Secretariat
Other actors involved: N/A
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address

Transparency includes providing Canadians with timely access to their own personal information held by government.

What was the commitment?

The Government of Canada will make it easier for Canadians to access their own personal information held by the federal government.

How was the commitment expected to contribute to solve the public problem?

To make it easier for Canadians to access government information, including their personal information, the Government will create a simple, central website where Canadians can submit requests to any government institution. This will be backed up with a 30-day guarantee for personal information requests: should a request take longer than 30 days to fulfill, it is proposed that the Government will provide a written explanation for the delay to the requester and to the Privacy Commissioner.

Relevance to OGP values

This commitment relates to the OGP value of transparency.

Expected result

Canadians will be able to use a central website to easily access their personal information held by the government backed by a 30-day guarantee for requests for personal information.

Implementation results and lessons learned

2.1 **Milestone:** Develop a central website where Canadians can submit personal information requests to any government institution, with first phase of roll-out targeted for 2018.

Description of results: Development and implementation of a central website where Canadians can submit personal information requests and access to information requests to any government institution is underway, with the first phase of roll-out targeted for fall 2018. The first phase of the new ATIP Online Request Service will enable Canadians to submit personal information requests and access to information requests to a number of institutions. Additional institutions will be added over three phases until Canadians can make requests to all institutions through the new Service. The new Service will also enable requesters to search previously

released access to information records so that they can more quickly receive the information they are seeking.

Further rounds of testing of the new ATIP Online Request Service were scheduled for summer 2018, with the launch of the new service to follow once any needed adjustments are made in fall 2018. The current ATIP Online Pilot, where Canadians have been able to submit requests to 33 institutions since 2014, will continue to operate in parallel with the new Service until all institutions on the Pilot are moved to the new ATIP Online Request Service.

Lessons learned: In the development of the ATIP Online Request Service, we have learned the critical importance of user testing with Canadians to understand their needs as users of a digital service. We will continue to test with Canadians as we develop and implement the new service over the next phases and adjust as needed based on user feedback.

2.2 **Milestone:** Implement a 30-day guarantee for requests for personal information, backed by a commitment to provide a written explanation to the requester and the Privacy Commissioner should a request take longer than 30 days to fulfill.

Description of results: In June 2018 the President of the Treasury Board issued new requirements under the [Directive on Personal Information Requests and the Correction of Personal Information](#). As of October 1, 2018, institutions will be required to provide a written explanation to the requester when a request for access to personal information takes more than 30 days to fulfill. Institutions will also be required to report in more detail on the reasons for extensions in the institution's annual report to Parliament. The October 1, 2018 implementation date provides institutions with time to adjust their business processes to meet the new requirements. The Treasury Board of Canada Secretariat is encouraging institutions to begin providing written explanations for extension to the requester in advance of October 1, 2018.

Lessons learned: A key lesson learned from the development of the written explanation policy is the importance of allowing sufficient time to consult implicated institutions, such as the Office of the Privacy Commissioner, to help shape new policy proposals. The Office of the Privacy Commissioner and other government institutions provided valuable input to the policy development process.

Completion level

2.1 Substantial
2.2 Completed

Failure report

2.1 "Develop a central website where Canadians can submit personal information requests to any government institution, with first phase of roll-out targeted for 2018."

While substantial progress has been made on the development of the Access to Information and Privacy Online Request Service, with roll-out of the first phase targeted for fall 2018, work on this initiative will continue beyond the Third Biennial Plan implementation period, which ends June 30, 2018.

Additional time was required to respond to findings of user testing, and to implement additional functionalities to make the process easier for users. Going forward, we will continue to include user testing in our work, and to seek to identify added functionalities that would improve the user experience.

Commitment 3: Expand and improve open data

Overall completion level: completed

Lead implementing department(s): Treasury Board of Canada Secretariat; Statistics Canada
Other actors involved: Contributing Government of Canada departments
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

Considerable data can often be trapped inside government silos. Meanwhile, open data has the potential to transform how government officials make decisions and how citizens interact with their government. By providing a range of quality open data from reliable sources, Canada supports informed participation and engagement in the development and delivery of programs, services, and policies by citizens and government workers alike. The Government of Canada is committed to ensuring that its data is open by default. Data must be discoverable, accessible, and reusable without restriction so as to enhance transparency, enable better services to Canadians, facilitate innovation, and inform public participation.

What was the commitment?

The Government of Canada will increase the quality and visibility of federal data holdings and set measurable targets for the release of open data over the next five years.

How was the commitment expected to contribute to solve the public problem?

Over the last five years, federal departments and agencies have established a good foundation of available open data. The Treasury Board Secretariat's current Directive on Open Government requires federal departments to maximize the release of eligible government data and publish Open Government Implementation Plans outlining how they would implement the Directive's requirements. The current work is seeking to "automate" the opening of data, and ingrain the practice throughout all processes.

The next step is about increasing the diversity, timeliness, and quality of data released, to maximize the potential impact of the reuse of the Government's data by Canadians. As an example, Statistics Canada is working on increasing access to high-quality statistical information in open formats, including releasing all 2016 Census data a full 10 months sooner than the 2011 Census. Steps are also being taken to ensure the data is well understood by Canadians.

In addition, a key focus is being placed on streamlining and improving the process by which departments proactively disclose information on government spending and human resources online. Finally, the Government of Canada is continuing to take advantage of opportunities to share best practices and work with data experts both nationally and internationally to improve its own open data services and support the release of high quality data.

Relevance to OGP values

This commitment relates to the OGP value of transparency.

Expected result

Canadians will have access to diverse, high quality government data that is discoverable, accessible, and reusable. They will also be able to interact directly with the Chief Statistician and with Statistics Canada analysts to better understand the data and the importance of official statistics.

Implementation results and lessons learned

3.1 **Milestone:** Develop and publish departmental inventories of federal data, as required by the Directive on Open Government, to support collaboration with the public on setting priorities for the release of open data.

Description of results: Inventories were completed in the spring of 2017. Additional work was completed since then to ensure that departments made updates to their existing inventories. Also, the open government team worked with those that had not completed the exercise to address issues that prevented the release of their inventory on open.canada.ca. 46 out of 84 departments completed the exercise, including 33 out of 37 large departments.

Lessons learned: It was challenging for departments to complete comprehensive inventories of their data holdings, as some had incredibly vast holdings, while others did not have easily accessible or centralized data holdings. This exercise identified a need to better define what 'open data' was, and what should be regularly released on open.canada.ca. The activity was also beneficial for assisting organizations with establishing and improving their internal data governance and management processes.

3.2 **Milestone:** Set a baseline for the total volume of open data to be released over time and establish departmental targets for the publication of releasable data over the next five years:
- Publish departmental targets and progress on departments' release of open data.

Description of results: In order to monitor progress, the 'Progress Tracker for Open Data' dataset was released June 14, 2018 on open.canada.ca. It captures the number of datasets from departments that have been released in the past year, as well as the target number of datasets that organizations plan on releasing by November 2018 and March 2019. While the total number of datasets reduced as a result of dataset consolidation and clean-up activities, approximately 1,321 (June 2018) new datasets were added since May 2017.

Lessons learned: Organizations need to continue to update their open data inventories and develop schedules and plans to continue to release the data on open.canada.ca. Although it was initially difficult to estimate when data would or could be released, this exercise enabled departments to better prioritize and schedule the release of data on open.canada.ca throughout the year. This is something that the Treasury Board of Canada Secretariat will continue to work with organizations on, as a small minority were not able to complete the exercise. We also learned that we need to work more closely with organizations to be more ambitious on their

commitments to release content to open.canada.ca.

3.3 **Milestone**: Develop and refine guidance to help federal departments and agencies set priorities for the release of high-value open data and understand the specific circumstances under which data cannot be released for privacy, security, and/or confidentiality reasons:

- Establish data quality standards for open data;
- Provide guidance on engaging with key communities in Canada (e.g., First Nations, Inuit, and Métis, etc.) to better understand their needs when setting priorities for the release of open data;
- Develop metadata standards to enhance data interoperability and discoverability; and
- Develop guidance on the anonymization of datasets

Description of results: The Open Government Guidebook, created in collaboration with Government of Canada organizations, has been released as a draft on the Open by Default Portal. It provides in-depth guidance and clarifies the requirements for departments and agencies to ensure that government takes consistent approaches to data and information practices. A blog post on this is also available. The document includes:

- Draft open government data and information standards, which provides guidance on how to apply data and information quality standards to open government resources released on open.canada.ca
- An 'Outreach and Engagement' section to provide guidance on how to engage with users and key communities in Canada
- The Open Government Metadata Application Profile, which details the metadata elements that are used to describe datasets and assets added to open.canada.ca
- Guidance on anonymization of datasets

Lessons learned: The development of the Open Government guidebook demonstrated that dynamic, government-wide guidelines require ongoing collaboration. The guidebook was created by working group members from over 25 Government of Canada organizations. This approach to developing open government guidance can be challenging; rigorous follow-up is required to ensure guidance authors are able to meet deadlines and to refine content to ensure it is consistent and coherent. However, this approach provides the wide breadth of expertise necessary to ensure functionality across departments and organizations. The guidebook will continue to evolve to remain current as open government practices for the Government of Canada change.

3.4 **Milestone:** Provide access to high-quality, open statistical data and information from Statistics Canada, free of charge, in machine-readable formats under an open license and accessible via open.canada.ca:

- Release the results of the 2016 Census (Short Form and Long Form) in 2017 based on a published release schedule; and

- Host on-line "Chat with an Expert" and in-person "Talking Stats" sessions to enable Canadians to interact with Statistics Canada analysts and better understand the published data

Description of results: The publication of the 2016 Census results is complete and all planned release dates were met. From July 1, 2017 to June 30, 2018, the following results were published:
- Aboriginal peoples (October 2017)
- Education (November 2017)
- Families, households and marital status (August 2017)
- Housing (October 2017)
- Immigration and ethnocultural diversity (October 2017)
- Income (September 2017)
- Journey to work (November 2017)
- Labour (November 2017)
- Language (August 2017)

In addition to being available on the Statistics Canada website, the data is also discoverable via open.canada.ca. It should be noted that this publication calendar was a full 10 months faster compared with the release of the 2011 Census results.

Ten "Chat with and Expert" sessions and three "Talking Stats" events took place between July 2017 and June 2018. Two events, part of a Speaker Series for Canada 150, took place between September and October 2017.

Lessons learned: Since 2012, Statistics Canada has published all standard aggregate statistical data respecting the principles of open data and all datasets have been make discoverable on open.canada.ca. All datasets meet acceptable standards of data quality, are provided with appropriate metadata and are fully vetted for confidentiality. A lesson learned, however, is that, as the country's national statistical organization, the agency has an opportunity and a duty to play a wider role in the open data community. There is a growing realization that the quality of all open data datasets is important and that, as data becomes open, increased attention needs to be paid to protecting the confidentiality of Canadian citizens and businesses. With this in mind, Statistics Canada is ready to offer its significant expertise in this domain. Specifically, this discussion has led to the creation of two new potential commitments in Canada's 4th Action Plan on Open Government. The agency will assist with a review of the data quality of the top 200 downloaded datasets found on the portal and a series of workshops will be offered to federal government partners on the topic of data anonymization.

3.5 **Milestone:** Improve Canadians' access to data and information proactively disclosed by departments and agencies through a single, common online search tool:
- Enhance self-service tools for departments to publish proactive disclosure information to strengthen the quality of data being released.

Description of results: A single online system, registry.open.canada.ca, has been developed and is being used by departments to standardize, consolidate and publish proactive disclosures. 82 federal entities are now releasing proactive disclosure information on open.canada.ca.

The data element for [Contracts](#), [Grants and Contributions](#) and [Travel](#) and [Hospitality](#) were updated in order to align it to updates made to the respective polices.

Lessons learned: The development of standardized templates, and publication functionality to support the release of proactive disclosures on open.canada.ca, was a very successful initiative. The process is user friendly and simple, and has eliminated work required by web groups that were previously required to publish these reports on their own institutional pages. This exercise also enabled the development of single consolidates search pages for each type, which greatly improves the user experience as they can now search for reports in one place on open.canada.ca, rather than having to review each institutions page separately.

3.6 **Milestone:** Adopt the International Open Data Charter and initiate implementation of the Charter requirements:
- Encourage civil society and private sector organizations to open up their own data where this would be of public benefit; and
- Measure progress and report on Canada's implementation of Charter principles.

Description of results: Canada officially adopted the international [Open Data Charter](#) in March 2018. A document assessing the Government of Canada's progress toward full implementation of the Charter's principles [was posted on GCCollab](#) in June 2018.

The Government of Canada has worked with government, civil society, and private sector stakeholders across Canada and around the world to support the release of high-quality, high-value open data. Most recently, two webinars ([one in English](#) and [one in French](#)) encouraging civil society and private sector organizations to open up their own data was held in June 2018.

Lessons learned: Canada's adoption of the Open Data Charter reflects the importance of international instruments in supporting meaningful, ambitious change around the world. It is crucial, however, that statements of principles are backed up by concrete actions and rigorous follow-up. In the coming years, the Government of Canada will work to ensure that it reports against its progress in implementing the Charter's principles.

Completion level

3.1 Complete
3.2 Complete
3.3 Complete
3.4 Complete

3.5 Complete
3.6 Complete

Commitment 4: Provide and preserve open information

Overall completion level: substantial

Lead implementing department(s): Treasury Board of Canada Secretariat; Library and Archives Canada; Public Services and Procurement Canada
Other actors involved: Contributing Government of Canada departments
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

As information becomes increasingly digitized, it brings with it a number of challenges including ensuring its findability and preservation. As a result, efforts to improve how information can be found, used, shared, and preserved are underway. Canada has made significant progress on improving public access to government data under its last two Action Plans. By improving access to other forms of government information and ensuring preservation of this information, the Government of Canada can promote and maintain informed participation and sound decision-making.

What was the commitment?

The Government of Canada will establish government-wide initiatives, platforms, and tools to ensure that open information is discoverable and accessible for use by future generations.

How was the commitment expected to contribute to solve the public problem?

The Government of Canada is working to provide enhanced, centralized, one-stop access to digital content from departments and agencies across government. Guidance is being developed to ensure the ongoing preservation of this information through the application of consistent standards and practices for long-term preservation.

Relevance to OGP values

This commitment relates to the OGP value of transparency.

Expected result

Canadians will have easy access to government information that is discoverable, accessible, and preserved for generations. They will also have greater access to Library and Archives Canada's government records holdings.

Implementation results and lessons learned

4.1 **Milestone:** Enhance the Open Information Portal on open.canada.ca to improve access to digital publications made available by the federal government and develop a strategy to ensure the sustainability of access over time.

Description of results: The Treasury Board of Canada Secretariat has developed the Open Government Metadata Application Profile to describe all open information resources, as well as datasets. Users can now search both data and information together on open.canada.ca.

Previously these two collections had two separate searches which created a challenging user experience. The Treasury Board of Canada Secretariat has also developed guidance and training materials to assist departments with contributing open information to open.canada.ca. Additionally, the Treasury Board of Canada Secretariat finalized guidance documents for releasing open government resources on open.canada.ca to provide departments with better clarity on release requirements. They are available [here](#).

Lessons learned: To make progress on open info, we learned that the following was imperative:

- The metadata set should align with existing best practices to support interoperability. Specifically, we found it was important that it aligned with Government of Canada Metadata Standards, as well as other international profiles including; North American Profile of ISO:19115, MODS (Metadata Object Description Schema), Data Catalog Vocabulary (DCAT), Schema.org and MARC 21. It was also important to ensure that the element set used to describe Government of Canada data and information aligned with the metadata element sets used for other open government initiatives throughout the world, for example data.gov and data.gov.uk.
- The metadata set should make it easier for Canadians to search for and find electronic open government resources; and could enable the development of search facets to allow users to refine their search on open.canada.ca.
- The metadata set should enable the creation of a single bilingual metadata record in order to support bilingual requirements outlined in the *Official Languages Act*.
- The metadata set should enable the development of relationships, or linkages to other metadata records found on open.canada.ca (for example, making it easier to link an Open Data record to an Open Information record)
- The metadata set could describe all open government assets in a variety of formats including but not limited to:
  - datasets;
  - APIs;
  - maps and services;
  - publications;
  - videos;
  - photographs;
  - documents;
  - presentations.
- The metadata set was easy to implement and understood by GC departments and agencies.
- The metadata set was flexible and extensible in order to support the development of further metadata extensions for specific collections (for example publications or open maps).

After an extensive consultation period and review by various groups both internal and external to the Government of Canada, we believe that the Open Government Metadata Application Profile met the above requirements. We also believe that this profile will be used as a best practice for the development of other metadata element sets that are developed by the Government of Canada or our national and international open government partners.

4.2 **Milestone:** Develop and publish clear guidelines on the preservation and retention of digital content.

Description of results: The draft [Open Government Guidebook](#) includes a section on retention and preservation specifically for digital content that appears on open.canada.ca. However, this guidance does not apply to a broader spectrum of Government of Canada digital content.

The Open Government team at the Treasury Board of Canada Secretariat collaborated with a number of stakeholders, including Library and Archives Canada, the Treasury Board of Canada Secretariat legal advisor, and Natural Resources Canada's Federal Geospatial Platform, to devise retention and disposition guidance with respect to Government of Canada data and information made open by Government of Canada institutions on open.canada.ca.

There continue to be ongoing discussions within the Government of Canada on appropriate retention and disposition of open data and open information resources available through open.canada.ca. For example, more work will be required to better understand the appropriate retention and long-term management standards for information that may be of on-going value to Canadians even when it is no longer of 'business value' to government. As a result, work has not yet been completed on the development and publication of guidelines on the preservation and retention of digital content.

Lessons learned: One important lesson that will inform future work on preservation and retention of digital content is that the objectives of open government (i.e. greater openness, transparency, and accountability in government) may not always align with retention and disposition guidelines that focus on whether government data and information had 'business value' (that is, whether they support the ongoing business of government by enabling decision making and the delivery of programs, services and ongoing operations, etc.).

4.3 **Milestone:** Increase Canadians' access to records documenting the continuing memory of the Government of Canada.

Description of results: Through Library and Archives Canada's Block Review initiative, 11,164,897 pages of archived government records were reviewed and 10,498,631 pages were opened.

The Canadian Expeditionary Force collection was made available to the public by Library and Archives Canada. This is 7.8 million images (3.9 million pages) digitized over the course of one year. As of August 2018, the entirety of the Canadian Expeditionary Force collection was digitized where over 29 million images were made accessible.

Library and Archives Canada is continuing to develop policies that aim to ensure Canadians can access the highest volume of records possible in the Library and Archives Canada archive. This policy work will focus on both removing restrictions to records already held by Library and Archives Canada, as well as proactive efforts to ensure that incoming records are as unrestricted as possible.

This work is part of a larger review of Library and Archives Canada's Policy Suite on Availability which will include both strategic research on how Library and Archives Canada can best achieve its goal of minimum restrictions, as well as the development of strategic and operational instruments to enable this goal.

Lessons learned: Library and Archives Canada's Block Review initiative continues to demonstrate the importance of openness by default, and of prioritizing the release of information that may be valuable to Canadians. As a great deal of important work goes into reviewing archived government records to remove restrictions wherever possible, Library and Archives Canada also works with departments across the Government of Canada to proactively remove access restrictions wherever possible as part of the process of archiving records.

4.4 **Milestone:** Update Library and Archives Canada's online archive of the Government of Canada's web presence to ensure Canadians' long-term access to federal web content.

Description of results: During this period Library and Archives Canada harvested approximately 6 terabytes of data from Government of Canada websites. This included harvests related to the Treasury Board of Canada Secretariat Web Renewal Initiative and further *.gc.ca and canada.ca harvesting which also included some Government of Canada YouTube content. Library and Archives Canada also began the process of migrating archived web data to a new platform so that all Government of Canada web content harvested since 2005 will be indexed and publicly accessible. Once this process is complete, any newly harvested content will be accessible to the public within weeks of harvest, eliminating future backlogs of content waiting to be made accessible.

Lessons learned: In collecting the vast web resources present at Canada.ca and the *.gc.ca domain of the Government of Canada (GC), LAC has noticed variations in the structure of web site code and web development practices that become challenges in successfully archiving such resources. In order to make GC web resources more web harvester friendly, standards could be generated for subdomain URL structure and best practices for development such as: avoid the use of back-end databases that are not indexed for resource retrieval; avoid use of proprietary technologies that are not GC property and cannot be collected such as embedded Twitter feeds, Flash, etc.; avoid # in the URL; use static instead of dynamic URLs; provide well-structured site maps for thorough harvesting of the site.

4.5 **Milestone:** Expand the implementation of the government-wide information technology solution for the effective management of federal records and documents (GCDOCS) as a foundation for improved transparency:
- Roll out this common solution managed by Public Services and Procurement Canada to 125,000 government workers across government departments by June 2018.

Description of results: As of June 2018, GCDOCS has been rolled out to 133,526 federal government workers.

Lessons learned: The implementation of the GCdocs solution requires significant support and people change management strategies to ensure that users are trained and able to successfully adopt the solution to manage their information and effectively conduct their business processes. Rather than focusing on a strictly technological or software deployment, the GC has made great strides in supporting departments and end users with user adoption and information management training, best practices, change management strategies and opportunities to share solutions and lessons learned with one another.

Completion level

4.1 Complete
4.2 Substantial
4.3 Complete
4.4 Complete
4.5 Complete

Failure Report

4.2 Develop and publish clear guidelines on the preservation and retention of digital content.

We failed to anticipate the complexity of providing robust guidance on the preservation and retention of digital content, particularly in the face of growing demand from Canadians for greater open information and data. The important challenge we face in completing this work is distinguishing between the Government of Canada's mandate to retain content that is "of business value", and Canadians' expectation that digital content should remain open and accessible as long as possible. As we started this work, we expected it would involve clarifying the roles and responsibilities of government officials and the appropriate processes and best practices for preservation and retention of digital content. But our work has brought us to more fundamental questions about the role of government in providing information to citizens, preserving information and data that may not seem valuable at the time, but that may have long-term value that we cannot accurately anticipate. We will continue discussions with our partners across government in order to develop and refine guidance so that it meets the needs of federal entities while also meeting the expectations of Canadians and stakeholders in civil society, academia, and other sectors.

Commitment 5: Define an approach for measuring open government performance

Overall completion level: completed

Lead implementing department(s): Treasury Board of Canada Secretariat
Other actors involved: Contributing Government of Canada departments, provinces and territories
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

Since open government is a relatively new way of doing things, there is no single, common, and agreed-upon methodology to measure progress. As Canada defines its goals, it will also have to define how it wants to measure them, identifying interim steps towards longer term objectives.

What was the commitment?

The Government of Canada will integrate performance indicators for openness and transparency into a Performance Management Framework for Open Government.

How was the commitment expected to contribute to solve the public problem?

Gathering data and analyzing on the release of data and information will help measure progress on improving openness and transparency. Further analysis will be completed as part of the development of an overall Performance Management Framework for government-wide information management to expand beyond these and better measure progress on broader open government efforts.

Relevance to OGP values

This commitment relates to accountability, transparency and civic participation.

Expected result

It will be easier for citizens to track the Government's progress on improving openness and transparency.

Implementation results and lessons learned

5.1 **Milestone:** Integrate key performance indicators related to openness and transparency as part of a Performance Framework for managing data and information government-wide.

Description of results: The Government of Canada has established a number of mechanisms for reporting on key performance indicators related to openness and transparency. As well, the [Management Accountability Framework](#) requires Government of Canada institutions to report on the percentage of data sources used in the institution's Departmental Results Framework (DRF) or Program Alignment Architecture (PAA) that are released via open.canada.ca.

The [Government of Canada's Mandate Letter Tracker](#) provides additional updates on open government, tracking the results achieved on 39 entries classified under the Government's "Fair and Open Government" priority.

[Online progress tracking dashboards](#) for all 22 commitments in Canada's Third Biennial Plan have continued to be updated publicly on a quarterly basis.

Additionally, the Open Government team at the Treasury Board Secretariat posted its evolving logic model for open government [here on GCCollab](#).

Lessons learned: Developing and tracking meaningful key indicators to measure openness and transparency across the Government of Canada takes time. The online progress tracker dashboards are a concrete starting point but ultimately being able to standardize and compare data on outputs, outcomes and in particular impacts of the governance of open government across institutions will be beneficial and much more efficient.

5.2 **Milestone:** Measure and report publicly on annual departmental progress on implementation of the Directive on Open Government.

Description of results: Since the release of the [open data inventories](#), citizens have had the ability to search through the inventories on open.canada.ca, as well as the option to vote on datasets to help prioritize them for release. Prioritizing datasets helps the Government of Canada to fast track the more popular ones for release based on voting.

In order to monitor progress on the inventories, the '[Progress Tracker for Open Data](#)' dataset was released June 14, 2018 on open.canada.ca. It captures the number of datasets from departments that have been released in the past year, as well as the estimated number of datasets that organizations plan on releasing by November 2018 and March 2019.

Lessons learned: Knowing the full range of information the Government of Canada is creating or collecting a very useful step in making data and information more open and in understanding the value of the data government holds. Creating inventories of datasets and information allows us to assess them and, where possible, plan for their release.

5.3 **Milestone:** Work on developing a performance management framework and indicators that can better measure a wider breadth of Open Government efforts and outcomes.

Description of results: The Treasury Board of Canada Secretariat worked with the SecDev Group to develop an approach to assessing the impact of open government reforms in the Government of Canada, including a draft logic model for open government and a proposed performance management framework with related indicators. The framework is meant to be a starting point with which to facilitate a conversation within the Government of Canada and with stakeholders

about what a Canadian framework for impact should include and how it can best be evaluated. Report can be viewed on the Open by Default portal here.

Lessons learned: Indicators to measure open government efforts and outcomes should also take into account the impact of open government. There are inherent difficulties in evaluating impact, as it can be difficult to measure the indirect effects of openness and transparency, and impact is generally measured over a longer term than implementation. It will be important to engage with stakeholders to ensure that the evolution of open government indicators align with the priorities of Canadians.

Completion level

5.1 Complete
5.2 Complete
5.3 Complete

Commitment 6: Develop open government skills across the federal public service

Overall completion level: completed

Lead implementing department(s): Treasury Board of Canada Secretariat, Canada School of Public Service
Other actors involved: The GovLab, the Government of Canada's policy community
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

Public servants in the Government of Canada must change how they design and deliver programs and services to support Canada's commitments to transparency and public engagement. An openness mindset needs to be integrated into day-to-day business activities. Open data, for example, is useful not only to those who regularly evaluate and use data to support financial, statistical, and socio-economic analysis, but also to non-data specialists working in policy, operational, and service delivery areas. Sharing and leveraging data, information, and technology across the government can help innovation flourish.

What was the commitment?

The Government of Canada will support a shift to greater transparency and engagement within the public service through Open Government learning material and opportunities for public servants.

How was the commitment expected to contribute to solve the public problem?

Individuals working in departments across government will have access to learning material to build their skills and capabilities for using open data, open information, and open dialogue to support better operational and policy decisions. Furthermore, to boost the value of available open data to Canadians, public servants can be guided to understand how to set priorities for data or information publication, based on its potential value to users both inside and outside of government.

Relevance to OGP values

This commitment relates to the OGP values of transparency, civic participation, and accountability.

Expected result

Federal public servants will be better equipped to apply open government principles to day-to-day work to provide citizens with easier access to government.

Implementation results and lessons learned

Milestone:

   6.1 Milestone: Provide enhanced information management learning opportunities and additional materials to raise public servants' awareness and understanding of open government principles

and practices, including:

- Using open data and information to support policy analysis and development;
- Sharing best practices in digital public engagement;
- Setting priorities for the release of open data and information based on potential public impact and benefit; and
- Implementing the Directive on Open Government.

Description of results:
- Between November 2016 and June 2018 the Treasury Board of Canada Secretariat delivered approximately 70 learning events with federal public servants involving approximately 5,000 learners.
- These learning events have covered topics such as an introduction to open government, open data, open source software, open standards, open government and access to information, and digital government.
- Treasury Board of Canada Secretariat officials also organized or participated in dozens of events, panels, and presentations raising awareness of open government among audiences external to government, including students, researchers, and civil society and private sector representatives.
- In May 2018, Government of Canada departments and agencies and partners in academia and civil society organized more than 30 events, presentations, and hackathons to promote and celebrate open government as part of [Open Government Week 2018](#).
- A new open government [learning hub available on Open.Canada.ca](#) as of October 2017 and the Canada School of Public Service GCcampus learning platform was developed (only accessible to federal public servants).
- The Treasury Board of Canada Secretariat has slowly been transitioning to a "train the trainer" model, providing departmental open government coordinators with skills and tools to conduct training sessions within their departments.
- Between October 2017 and June 2018, the following events on open government were offered by the Canada School of Public Service in collaboration with the Treasury Board of Canada Secretariat:

  o The [Open Source Software and Open Standards in Public Administration](#) – Armchair Discussion was held October 25, 2017 and was open to the public via webcast
  Total number of learners: 508

  o An [EXecuTalk](#) Open Government: Enhancing Program Delivery and Inspiring Innovation – event was held November 27, 2017
  Total number of learners: 84

o Rethinking the Public Service in the Digital Era – event was held December 13, 2017 in Ontario
  Total number of learners: 299

o [An Open Government: An Ongoing Process](#) – event was held December 14, 2017 which was opened to officials from the Government of Quebec
  Total number of learners: 223

o An [Open Science: What Sets Canada Apart](#) – event was held January 22, 2018 and was open to the public via webcast
  Total number of learners: 205

o Open Source and Software Security – event was held May 1, 2018
  Total number of learners: 335

o Is Open Data Dead? – event was held May 11, 2018
  Total number of learners: 308

o Beyond Canada 150 Series: Open and Transparent Government – event was held June 6, 2018
  Total number of learners: 314

o [Let's Talk Digital First](#)– event was held June 27, 2018
  Total number of learners: 453

Lessons learned: Strong interest in open government events have indicated to the Open Government team at the Treasury Board of Canada Secretariat that there is an appetite to continue offering learning opportunities for public servants and for Canadians. As a result, development of the 4th National Action Plan on Open Government includes new draft milestones and indicators to partner with the Canada School of Public Service to offer open government related events and learning opportunities and materials.

6.2 **Milestone:** Lead and/or participate in educational forums and workshops designed to further the understanding of how to increase government transparency and foster civic engagement.

Description of results: The Treasury Board of Canada has participated in several forums over the last year to build capacity and advance understanding around open government. Specific events include the ones listed above, as well as:

- World Economic Global Shapers Design Jam (July 13, 2017)

- GOV Camp (Organization of the American States) (August 22, 2017)
- Institute of Public Administration of Canada (IPAC) Annual Conference (August 22, 2017)
- [Annual Conference of The Science Writers and Communicators of Canada](#) (September 14, 2017)
- [National Data Services Framework Summit](#) (September 22, 2017)
- [GovConnect Canada](#) (October 17, 2017)
- Canadian Bar Association Annual Privacy & Access Law Symposium (October 22, 2017)
- [FWD50](#) (November 1-3, 2017)
- [GovMaker 2017](#) (November 20-21, 2017)
- [OGP Americas Regional Summit](#) (Nov 21-22, 2017)
- Conference Board of Canada National Security and Strategic Foresight Group (November 29, 2017)
- GC Data Conference (December 12, 2017)
- Open Data Ottawa (December 18, 2017)
- Carter Center Conference on Women's Right to Access Information (February 14-15, 2018)
- Alberta First Nations Information Governance Centre (April 2018)
- [Colombia CIO Summit](#) (April 19-20, 2018)
- [Go Open Data](#) (May 11-12, 2018)
- [Open Government Partnership Global Summit 2018](#) (July 17-19, 2018)
- [Drupal North Regional Summit](#) (August 25, 2018)

Lessons learned (the same lessons as 6.1)**:** Strong interest in open government events have indicated to the Open Government team at the Treasury Board of Canada Secretariat that there is an appetite to continue offering learning opportunities for public servants and for Canadians. As a result, development of the 4th National Action Plan on Open Government includes new draft milestones and indicators to partner with the Canada School of Public Service to offer open government related events and learning opportunities and materials.

6.3 **Milestone:** Through public consultation on the 2016 Government of Canada IT Strategic Plan, consider feedback on how software solutions, including open source, can be best leveraged to meet strategic objectives.

Description of results: The IT Strategic Plan was consulted publicly and updated in November 2017 to include a specific commitment to develop a strategy for the use of open source. Open source is now specifically mentioned in an updated [TBS Policy on Management of Information Technology](#) effective April 1, 2018.

In December 2017, the Government of Canada's new Enterprise Architecture Review Board (EARB) members endorsed the position that EARB supports the formalization of a common government-wide approach to the adoption of open source within government, resulting in a more robust open source community within the Government of Canada. A draft [Open First Whitepaper](#) was developed and will inform EARB in setting standards on open standards and

open source software. These standards will drive procurement and the elaboration of a digital strategy, favouring the use of open standards and open source software.

Lessons learned: Departments and agencies need to find effective ways to offer the best digital services possible to citizens and users. This implies working in the open by default, by releasing all non-sensitive data, information and source code under an open licence that enables sharing and reuse.

Completion level

6.1 Complete
6.2 Complete
6.3 Complete

Commitment 7: Embed transparency requirements in the federal service strategy

Overall completion level: completed

Lead implementing department(s): Treasury Board of Canada Secretariat
Other actors involved: Service delivery departments and agencies
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

Excellence in service delivery is at the core of citizens' expectations for their governments. For a government to truly be open and accountable, it must deliver responsive services and be transparent on results.

What was the commitment?

The Government of Canada will develop a new Clients-First Service Strategy that embeds requirements for openness and transparency in the delivery of government services.

How was the commitment expected to contribute to solve the public problem?

The Government is developing a Service Strategy that will transform service design and delivery across the public service, putting clients at the centre.

Relevance to OGP values

This commitment relates to the OGP values of transparency and accountability.

Expected result

The Service Strategy will set a new direction for service delivery to individuals and businesses. It aims to create a single online window for government services, with new performance standards. It will ensure rigorous assessments of the performance of key government services and report findings publicly.

Implementation results and lessons learned

7.1 **Milestone:** Develop a Government of Canada Service Strategy that aims to create a single, user-centric online window for government services.

Description of results: The Government of Canada has developed a Service Strategy. The Strategy was highlighted in the Clerk of the Privy Council's [Twenty-Fourth Annual Report to the Prime Minister on the Public Service](#) and is available [here](#). As part of this Strategy, 10 work streams have been identified. These work streams each focus on enhancing, streamlining, or modernizing services to Canadians across a broad range of sectors (including services to seniors, services to veterans, and services to business).

Lessons learned: The development of a Government of Canada Service Strategy requires significant coordination across a number of departments responsible for key service delivery. One lesson learned is the importance of providing clear, concrete guidance for improving service delivery without attempting to impose a 'one size fits all' solution that will not apply effectively to delivery of all services. Guidance needs to include enough flexibility to allow key service departments to work effectively, while also ensuring a more consistent user experience across a variety of government services.

7.2 **Milestone:** Establish new performance standards and set up a mechanism to conduct rigorous assessments of the performance of key government services, and report findings publicly.

Description of results: The Guideline on Service Management, published in 2017, provides guidance to departments on the Government's Policy on Service. Section 2.7 "Service standards and performance information" outlines how to set and manage service standards and real-time performance information to support service delivery.

The Treasury Board of Canada Secretariat has established a new tool to help departments assess existing, and develop new, service standards to ensure that they are meaningful to Canadians. Under the Policy on Service, departments are required to publish their service standards and related performance information for priority services on or through Canada.ca. Examples include: Employment and Social Development Canada and Canada Revenue Agency.

Departments leading on the Service Strategy Work Streams have reported on progress advancing work in their respective areas. The Treasury Board of Canada Secretariat will be publishing its Report on Service in 2018. Progress on several streams is also being tracked on the Privy Council Office Mandate Letter Tracker site, under the Government Priority of "Government Services and Operations".

Lessons learned: It is important for Government of Canada departments to report on improvements to service delivery. However, it is likewise important to ensure that any requirements do not over-burden key service departments with excessive reporting or paperwork. The Treasury Board of Canada Secretariat will continue to work to ensure that all new reporting requirements take into consideration existing departmental assessment and reporting frameworks and activities.

Completion level

  7.1 Complete
  7.2 Complete

Commitment 8: Enhance access to culture & heritage collections

Overall completion level: substantial

Lead implementing department(s): Canadian Heritage
Other actors involved: N/A
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

Canada is a vast country and access for many citizens to Canadian Culture and Heritage artefacts can be a challenge. Although an increasing proportion of Canadian Culture and Heritage artefacts are available in a digitized format, they are hosted on individual websites and may still be difficult to find. This opens new opportunities to expand the scope and reach of Canadian museums and the social and economic benefits they deliver to Canadians. Using Linked Open Data approaches, this initiative will link the collections across Canadian museums forming a National Inventory of Cultural and Heritage Artefacts.

What was the commitment?

The Government of Canada will expand collaboration with its provincial, territorial, and municipal partners and key stakeholders to develop a searchable National Inventory of Cultural and Heritage Artefacts to improve access across museum collections.

How was the commitment expected to contribute to solve the public problem?

In 2015-16, the Canadian Heritage Information Network Program partnered with eight art museums across Canada to develop an approach to link the collections of each museum with each other, and to related external resources, based on industry best practices (e.g., Linked Open Data). This work demonstrates the feasibility of using Open Data approaches to link collections across museums and other memory organizations.

Building on these results, the Canadian Heritage Information Network Program is developing and implementing a multi-year business strategy to work with the Culture and Heritage community to grow the network of linked collections through the Canadian Culture and Heritage Linked Open Data Cloud.

Relevance to OGP values

This commitment relates to the OGP values of transparency, civic participation, and public accountability.

Expected result

Citizens will be able to browse, discover, share and re-use data on cultural and heritage artefact collections from Canadian museums.

Implementation results and lessons learned

8.1 **Milestone:** Develop authorities and standards to guide the consistent implementation of this approach.

Description of results: Guidance entitled "Nomenclature for Museum Cataloging" will be launched in fall 2018 and will be available online for use (for more information on the project please visit this site). Nomenclature will be available as linked Open Data in 2020. Nomenclature is a system for classifying human-made objects and the standard cataloging tool for thousands of museums and historical organizations across the United States and Canada. Canadian Heritage has developed more than 3,000 standardized values for names, object types, subjects and other terms in 2016.

Lessons learned: We have found that it is extremely important to continue to liaise with international experts as we refine our data models, as there is not complete agreement in this growing field. We will continue to work on a strategy to design and maintain national authorities according to the latest standards. Publication of nomenclature online is an important step in providing museums access to an authoritative terminology source and the Canadian Heritage Information Network will use this as an initial starting block for future online terminology resources in linked data format.

8.2 **Milestone:** Enhance the ability to search and browse across museum collections.

Description of results: Canadian Heritage completed a linked data demonstration project called "150 Years of Canadian Art" which showcases the potential that a Linked Open Data model offers to more widely publish, connect and enrich museum collections information. In 2016-17, a second prototype was developed which added information from recognized web resources and authorities (such as Nomenclature 4.0) and enhanced search functionalities.

Lessons learned: We learned about the importance of developing more in-house expertise. We will be using the lessons learned in working on our linked data projects to write our requirements for future search interfaces.

8.3 **Milestone:** Expand the network of museums participating in this initiative and the links to related external resources.

Description of results: As of June 2018, eight partner museums have joined the Information Network Program: the Art Gallery of Greater Victoria, the Art Gallery of Nova Scotia, the Art Gallery of Ontario, the McCord Museum, the McMichael Canadian Art Collection, the Musée des beaux arts de Montréal, the National Gallery of Canada, and the Vancouver Art Gallery. Select data contributed by these institutions has been enhanced with linkages to linked Open Data sources from around the world.

Canadian Heritage has developed educational and promotional material for the museum community. The material will be available here in the coming months.

Lessons learned: The linked data test projects gave us a deeper understanding of the format of the data in museum collections management systems. As we move forward, an important step will be expanding the understanding of the value of Linked Open Data. We will be using the educational material developed to promote Linked Open Data to our museum community. In the meantime, revision of the Artefacts Canada database ensures the continued availability of the records from over 500 museums while we move forward with a linked data solution.

8.4 **Milestone:** Host digital collections for museums that currently do not have a digital presence.

Description of results: In 2017-2018 Canadian Heritage began the redevelopment of the [Artefacts Canada database](#) which serves as a hosting platform for Canadian museums that are unable to host their own collections. The redeveloped (non-linked data) database has been published as of March 2018 and advanced search will be publicly available in July 2018.

In 2017-2018, the Canadian Heritage Information Network, a special operating agency within Canadian Heritage, conducted a thorough analysis of existing data in the Artefacts Canada database. The results and recommendations from this analysis provide a path for required data improvements to Artefacts Canada in order to transition to linked data.

The creation of linked Open Data is a relatively new way of publishing data online and standards and tools are still being developed. Canadian Heritage will be examining available tools for harvesting or collecting museum data, but due to the foundational work needed to harvest and provide a repository for digital collections for museums that currently do not have a digital presence, Canadian Heritage was not in a position to make additional progress on this deliverable within the time period of the plan.

Lessons learned: We gained a deeper understanding of the issues in the existing Artefacts Canada data and are developing a strategy for linked data based on understanding of the issues in the data.

Completion level

8.1 Complete
8.2 Complete
8.3 Complete
8.4 Limited

Failure report

8.4 "Host digital collections for museums that currently do not have a digital presence" (Develop a Linked Open Data Heritage Database)

During implementation of this milestone, it became clear that the development of a Linked Open Data cultural database would require more technical knowledge and expertise than originally understood. On the data modelling side, finding an appropriate data model suitable for Linked Open Data and the Canadian museums was challenging and we continue to work with the international experts in this area.

On the technical side, we have learned that the application will require more analysis to design a robust architecture and the use of different technologies to make it work; we do not yet have the internal capacity to work with the complex technical requirements for publishing and searching linked data.

In addition, we discovered that the data will require a lot of work in order to be convertible to linked data, and this will require further collaboration with our community. We underestimated the complexity of data refinement required in order to provide a responsive federated bilingual search in a linked data environment.

We need to work further with our community to ensure understanding of the issues related to licensing and open data.

Commitment 9: Enhance openness of information on government spending and procurement

Overall completion level: substantial

Lead implementing department(s): Treasury Board of Canada Secretariat; Department of Finance Canada; Public Services and Procurement Canada
Other actors involved: N/A
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

Understanding how well the Government is doing as a whole, or in key areas of interest, is challenging because data is presented across multiple reports and information sources. Canadians expect their government to implement effective and efficient programs and services, and to report transparently on whether they are meeting their intended goals. A clear understanding of what resources are being used by departments to deliver programs and services is fundamental to Parliament's role of holding government accountable for delivering on its priorities. Information on planned spending and results for government activities is currently provided through mandatory departmental reports, including Departmental Plans (DP) and Departmental Results Reports (DRRs).

What was the commitment?

The Government of Canada will increase the transparency of government spending and procurement to hold government accountable for public expenditures.

How was the commitment expected to contribute to solve the public problem?

As part of the Government of Canada's new Policy on Results, mandatory departmental reporting is being re-focused on each department's long-term mandates as well as their immediate priorities. Related data from planned and actual activities is available on a searchable online database that provides quick and easy access to detailed information on government spending and people management. This data is presented in a manner which facilitates Canadians' analysis and broader understanding of where government resources are being invested.

Relevance to OGP values

This commitment relates to the OGP values of transparency and public accountability.

Expected result

It will be easier for Canadians to see how government resources are being distributed across the areas that interest them. They will have greater online access to government financial information. They will also be able to follow the procurement process from start to finish according to international standards.

Implementation results and lessons learned

9.1 **Milestone:** Release an interactive tool that will increase the granularity of data and information made available and enable Canadians to better understand federal departmental spending:

   a. Expand the types of data, graphics, and analytics available including:
      i. Planned and actual results;
      ii. Comparisons between historical and planned spending; and
      iii. Spending on specific components such as salaries, capital, transfer payments, etc.
   b. Enable users to explore government spending of the most interest to them based on key data elements (e.g., target group, program type, priority area, etc.).

Description of results: The GC InfoBase was updated to include years' worth of federal government data (2012-13 to 2020-21), bringing together information previously scattered across over 500 government reports, including Public Accounts, Main Estimates and Departmental Plans. By combining financial and performance information (results and indicator data), Canadians can understand what the federal government seeks to achieve, what it does achieve, and the resources used to do so. The GC InfoBase helps Canadians better understand how taxpayers' money is being used to deliver programs and services by presenting contextual information alongside the data. More specifically, in the last year, the GC InfoBase has been updated to provide broader availability of data, graphics, and analytics, including:

- A Budget Tracker tool that makes it possible to follow where public funds are going and how they will be spent at the program level
- A Government at a Glance flow chart to see how government resources flow across different tagging schemes
- More granular expenditure data at the program level with spending on specific components such as salaries, capital, transfer payments, etc.
- Metadata "tags" that make it easier for users to search for information according to area of interest
- Open and accessible datasets organized by the source report (e.g., Public Accounts, Main Estimates, Departmental Plans, etc.)
- Actual and Planned Spending and Results information in support of the Policy on Results
- An aggregation of program performance to provide data-driven results narratives at the department and government-wide level

Significant changes have also been made to improve the look and functionality of the GC InfoBase, making it more user-friendly for Canadians. The tool is constantly evolving to ensure it is meeting user's growing needs and accessibility requirements.

Lessons learned: The GC InfoBase is a single-page web application, built in-house and from scratch. Being built from the ground-up gives the flexibility needed to experiment with new ways of displaying information, but it can also risk duplication of efforts if other teams or departments are building similar tools. To avoid re-inventing the wheel, we learned that we can

effectively leverage open source packages such as Bootstrap, webpack, handlebars.js, D3.js and React to efficiently find more effective ways to display government spending and results information.

9.2 **Milestone:** Enhance online content pertaining to government finances on open.canada.ca to make information and tools on government spending readily accessible to Canadians.

Description of results: Finance Canada has contributed to enhancing online content on government finances by releasing multiple datasets pertaining to government finances on open.canada.ca. Finance Canada has also released relevant information under Government finances on Canada.ca to inform Canadians of government spending, including the following:

- Fiscal Monitor
- International Aid Transparency Initiative data
- Federal Budget datasets
- Fiscal Reference Tables

In addition, the department has implemented key open data best practices, such as publishing accompanying documentation related to datasets in order to put released data in context.

Lessons learned: Finance Canada is supportive of the Open Government initiative however, it continues to be a challenge for branches, given limited resources and high workload, to find time to identify, develop and publish materials that would enhance online content pertaining to government finances on open.canada.ca. Also, to ensure that departments dedicate the appropriate level of resources required to deliver on the government commitments on open government, we believe there are opportunities to engage communities of senior-level government officials more actively on Canada's involvement on open government, including its objectives and key deliverables.

9.3 **Milestone:** Provide targeted and timely material to make government accounting and financial reporting more consistent, transparent, and understandable to Canadians.

Description of results: The Government of Canada has taken steps to clarify how public money is directed to programs and services, to make it easier to track government spending, and to empower people to hold the government to account for its spending decisions. Specifically, changes have been made in the following areas:

- The timing of the Main Estimates
  - Main Estimates now come after the Budget and the Government has included a Budget Implementation vote in the Main Estimates. Canadians and parliamentarians now have more accurate, detailed information and they are better able to hold government to account for how it spends taxpayer dollars. Find out more here.
- The vote structure
  - Instead of always specifying "what" the government spends money on, it's important to know what the government hopes to achieve when it spends money. The Government of Canada currently has a pilot project underway to bring it closer to "purpose-based" votes.

- Accounting methods
  - In 2016, the Government began publishing a reconciliation of the accrual-based Budget and the cash-based Estimates. It has continued this practice, including the publishing of a similar reconciliation for fiscal year 2018 to 2019 in this year's Main Estimates. This makes it possible to better link the numbers in the Budget to those in the Estimates, and to better track the implementation of Budget items.
- The information we provide Canadians
  - GC InfoBase pulls together over 100 departmental financial reports on a single website.

More information on each of these areas is explained in this blog post.

For Budget 2017, the department released the following additional content to make the budget more transparent and understandable

- Budget 2017 in 3 Minutes
- 2017 Pre-Budget Consultations Summary Report

Finance Canada will continue to develop overviews, summary reports, and digital materials that are consistent, transparent and understandable to Canadians.

Lessons learned (the same lessons as 9.2)**:** Finance Canada is supportive of the Open Government initiative however, it continues to be a challenge for branches, given limited resources and high workload, to find time to identify, develop and publish materials that would enhance online content pertaining to government finances on open.canada.ca. Also, to ensure that departments dedicate the appropriate level of resources required to deliver on the government commitments on open government, we believe there are opportunities to engage communities of senior-level government officials more actively on Canada's involvement on open government, including its objectives and key deliverables.

9.4 **Milestone:** Pilot updating the BuyandSell.gc.ca site to record the full details of contracts (in addition to awards), contract amendments, and the final termination of contracts.

Description of results: Public Services and Procurement Canada has delivered on three of the five stages of the Open Contracting Data Standard used to pilot updates to Buyandsell.gc.ca. Pilot data currently includes information on tenders, awards, and contracts for all procurements conducted by Public Services and Procurement Canada on behalf of Public Services and Procurement Canada and federal government departments, crown corporations and agencies.

Public Services and Procurement Canada was not able to complete the remaining two stages of the standard. Requisition data (the Planning stage) is not currently publicly disclosed on the Public Services and Procurement Canada's BuyandSell.gc.ca website and therefore not considered open data. Spend data (the Implementation stage) is open, but outstanding compatibility issues with the standard prevent it from being linked to the tendering and contracts information.

All tenders, awards and contracts awarded by Public Services and Procurement Canada are published as searchable information on the web and as open data. Contract information includes:

- Tenders and Awards (real time)
- Contracts (montlhy)
- Standing Offers and Supply Arrangements (weekly)
- Goods and Services Identification Number (as needed basis)

Procurement data is also published as open data on open.canada.ca:
- Tenders and Awards
- Contracts
- Standing Offers and Supply Arrangements
- Goods and Services Identification Number

Additional related initiatives that the Buyandsell.gc.ca team worked on in the time period to advance open government include:

- **Email Notification service on Buyandsell.gc.ca**: Gives suppliers the means to stay updated in real-time without having to return to the website and/or bookmarking a page to monitor updates to tender opportunities.

- **Supplier Registration Information Renewal and Blockchain pilot**: Renewing the existing Supplier Registration Information system, which is Public Services and Procurement Canada's legacy platform responsible for registering businesses with the Government of Canada for federal procurement. This project includes a working blockchain proof of concept which will enable businesses to securely manage and control access to their "verifiable" and trusted business data across different levels of government.

- **Letter of certification for suppliers:** Developing a "Letter of certification for suppliers", available in real time and free of cost, to support Canadian suppliers who wish to bid on competitive procurements internationally.

- **Standing Offers and Supply Arrangements Application (SOSA App):** Self-service, web based tool that allows procurement officers to create and maintain their standing offers and supply arrangements remotely, all the while giving authorized buyers from federal-provincial-territorial governments, as well as their affiliated organizations (municipal, academic, social services and hospitals) access to use these federal standing offers and supply arrangements in a secure environment, at a better price and business advantage.

Lessons learned: Legacy data held by the Government of Canada is not always digitally available (for example, Requisitions data). This can make it harder to open up government data via digital

platforms. The Government of Canada should therefore focus greater efforts on the digitization of business processes and associated data, to allow data to be more easily opened up in future.

Additionally, the introduction of Planning data as part of an Open Contracting Data Standard pilot needs further investigation due to the privacy and the sensitivity aspects of this information when dealing with smaller businesses (as requisition and spend data can be linked to pricing and business volume).

9.5 **Milestone:** Participate in a case study to share best practices from Public Service and Procurement Canada's pilot of the Open Contracting Data Standard on BuyandSell.gc.ca.

Description of results: Given Public Services and Procurement Canada did not complete all five stages of the Open Contracting Data Standard schema, they were unable to complete the Best Practices Case Study.

Lessons learned (the same lessons as 9.4)**:** Legacy data held by the Government of Canada is not always digitally available (for example, Requisitions data). This can make it harder to open up government data via digital platforms. The Government of Canada should therefore focus greater efforts on the digitization of business processes and associated data, to allow data to be more easily opened up in future.

Additionally, the introduction of Planning data as part of an Open Contracting Data Standard pilot needs further investigation due to the privacy and the sensitivity aspects of this information when dealing with smaller businesses (spend data can be linked to business volume).

Completion level

9.1 Complete
9.2 Complete
9.3 Complete
9.4 Limited
9.5 Limited

Failure report

9.4 "Pilot updating the BuyandSell.gc.ca site to record the full details of contracts (in addition to awards), contract amendments, and the final termination of contracts" and 9.5 "Participate in a case study to share best practices from Public Service and Procurement Canada's pilot of the Open Contracting Data Standard on BuyandSell.gc.ca."

The context shifted from when the commitment was established in 2016. It was determined that recording information related to planning and implementation would require us to examine closed and completed files, essentially a manual data-entry exercise. The remaining required data for the Open Contracting Data Standard pilot is currently captured by Public Services and Procurement Canada via its legacy systems, and is therefore not available in a format that can easily be linked with other procurement information in an open format.

Although this challenge was recognized during the implementation of this commitment, we failed to immediately address it because Public Services and Procurement Canada decided efforts would better be focused on implementing a new electronic procurement solution (ePS). Since the ePS will automate and digitize Public Services and Procurement Canada processes, spending resources on legacy approaches and systems (that will be adjusted through ePS) would not be an effective use of resources. Resources were therefore devoted to enhancing functionality on Buyandsell.gc.ca platform to the benefit of Canadian suppliers and federal buyers (such as updates to the email notification system, development of buying/selling applications, etc.).

Nonetheless, in the spirit moving forward, Public Services and Procurement Canada has agreed as part of the 2018-2020 National Action Plan on Open Government to explore and publish complete contract records for a subset of major projects. We will be working to determine what analysis, piloting and publishing would be beneficial to develop ePS in a way that will support the Plan's overarching objectives. As we move forward, the ePS will be the new platform that will enable us to better meet the overarching objectives and principles of the Open Government Partnership.

Commitment 10: Increase transparency of Budget and other Department of Finance information

Overall completion level: completed

Lead implementing department(s): Department of Finance
Other actors involved: N/A
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

Each year, the Department of Finance Canada plans and prepares the federal government's budget and analyzes economic and fiscal developments. This serves to provide policy advice on a wide range of economic issues of concern to the health of Canada's economy. The datasets for federal budgets have been released publicly since 2015 but with a lag time of six to eight weeks given formatting, editing and translation requirements. As well, the list of briefing note titles prepared on a wide range of economic and other matters by Department of Finance officials has only been made available to specific requestors through access to information requests.

What was the commitment?

The Government of Canada will provide access to the datasets used in the Federal Budget each year in near real time and proactively disclose the list of briefing note titles prepared on economic and other matters.

How was the commitment expected to contribute to solve the public problem?

There is an opportunity to accelerate the preparation of the datasets used in the Budget. This would allow their publication in near real-time following the release of the Budget to facilitate analysis by citizens and Parliamentarians. There is also an opportunity to broaden public access to the titles of briefing notes prepared by Department of Finance officials for the Minister, the Parliamentary Secretary, and the Deputy Minister, in order to be transparent about the issues raised.

Relevance to OGP values

This commitment relates of the OGP values of transparency and public accountability.

Expected result

Canadians will have timely access to the data used in the annual federal Budget and other Department of Finance information.

Implementation results and lessons learned

10.1 **Milestone:** Starting with Budget 2017, make all data from Budget charts and tables available in near real time to facilitate analysis by citizens and Parliamentarians.

Description of results: 100% of the budget data for 2016 and 2017 was made available within one week of the Budget:

- [Datasets for Budget 2017](#) were published on the Open.Canada.ca on March 22, 2017.
- [Datasets for Budget 2018](#) were published on the Open.Canada.ca on February 27, 2018.

Lessons learned: The Communications & Consultations Branch at Finance Canada developed effective processes to extract the relevant datasets from the main Budget document, which enabled Finance Canada to publish the datasets on open.canada.ca in near real time (one week following the release of the Federal Budget). However, the release in near real time of this information continues to be at risk in the future as this work is dependent on very few staff who are, first and foremost, responsible for ensuring ongoing departmental communications operations.

10.2 **Milestone:** Post publicly the list of briefing note titles prepared by Department of Finance officials on a regular basis, in order to be transparent about issues raised.

Description of results: Monthly public posting of list of briefing note titles prepared by Department of Finance officials for the Minister, the Parliamentary Secretary and the Deputy Minister is available as of August 2016 on the [fin.gc.ca website](#).

Lessons learned: While the process to release briefing note titles on a monthly basis introduced additional workload pressure, Finance Canada has been successful in meeting this commitment.

10.3 **Milestone:** Explore options to increase the transparency of the pre-budget consultation process.

Description of results: The Department has posted summary reports of the results of the pre-budget consultations on fin.gc.ca ([2016](#) and [2017](#)). Awareness of the Budget 2017 consultation greatly exceeded that of previous years and resulted in 30,797 completed online survey submissions due to digital and social media promotion.

Lessons learned: With the reliance on social media (i.e. Facebook Live, Twitter, LinkedIn) to interact and exchange information with Canadians, Finance Canada experienced challenges in compiling and condensing information from multiple sources. It was successful in publishing summary reports on pre-budget consultations in 2016 and 2017 however issues relating to privacy, bilingualism and resource capacity impacted Finance Canada's ability to further increase transparency on pre-budget consultations.

Completion level

10.1 Complete
10.2 Complete
10.3 Complete

Commitment 11: Increase transparency of grants and contributions funding

Overall completion level: completed

Lead implementing department(s): Treasury Board of Canada Secretariat, Canadian Heritage
Other actors involved: N/A
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

Each year, the Government of Canada provides funding to support initiatives focused on career development, employment, homelessness, seniors, youth, and others through its various grants and contributions programs. Disbursing these funds works to meet the objectives of the Government and ultimately helps to better serve Canadians. Reporting on grants and contributions by departments is currently asymmetrical, with limited capacity to search reports across government. Furthermore, data is currently only required for grants and contributions with a funding amount in excess of $25,000. Data published across government is in non-standard formats, thus making it more difficult to share.

What was the commitment?

The Government of Canada will provide one-stop access to consistent, standardized searchable data on grants and contributions programs across the federal government.

How was the commitment expected to contribute to solve the public problem?

Federal departments and agencies with the authority to deliver grants and contributions funding are currently disclosing data on agreements in excess of $25,000 in order to foster greater transparency and openness. To further support the Government's commitment to transparency and openness, information on agreements less than $25,000 will be disclosed voluntarily by departments, and information published will be standardized and consistent across government departments and agencies, improving the quality of the data, and allowing for increased searchability.

Relevance to OGP values

This commitment relates to the OGP values of transparency, civic participation, and public accountability.

Expected result

Canadians will have easy access to standardized information on all grants and contributions funding by federal departments through open.canada.ca.

Implementation results and lessons learned

11.1 **Milestone:** Provide Canadians with centralized access to standardized information on grants and contributions funding that is proactively disclosed by federal departments via a common, searchable portal on open.canada.ca:

- Establish a standardized, common template for federal departments to publish their data through the centralized portal;
- Increase access to grants and contributions information through a decrease to the required disclosure amount from $25,000 to $1;
- Provide training to federal departments on how to upload their data; and
- Ensure historical data previously disclosed by federal departments on grants and contributions funding is searchable via the central portal.

Description of results: Reporting of Grants and Contributions on open.canada.ca was officially launched in June 2016 providing Canadians centralized access to standardized information across participating federal departments.

Lessons learned: Federal departments were at various stages of readiness to onboard their grants and contributions data for June 2016 due to a number of challenges related to internal systems, and accessibility and quality of data. Greater guidance was developed for departments to communicate clearly what data was to be provided in the standardized template to ensure a harmonized approach. This required additional time to coordinate and work across multiple areas of expertise within a federal department.

11.2 **Milestone:** In consultation with internal and external stakeholders, expand the amount of information on grants and contributions funding disclosed by departments to align with international standards.

Description of results: New [Guidelines for Reporting on Grants and Contributions Awards](#) were in effect as of April 1, 2018, requiring all departments to report on open.canada.ca. These updated guidelines were developed in collaboration with participating federal departments to improve the content and amount of information being reported to Canadians and to align to international standards. Some key highlights include:

- removal of the $25,000 limit with all grants and contributions now being reported;
- more information about the recipient, project and program; and
- flexibility for departments to do batch reporting to address concerns around data sensitivities and privacy.

As per the 3-wave departmental implementation plan, 12 departments/agencies will be publishing their first reports in accordance with the new Guidelines by the August 30, 2018 deadline (Wave 1), with 10 departments planned for Wave 2 and 19 for Wave 3. Effective April 1, 2019, all departments will be reporting all mandatory data fields via open.canada.ca. The Treasury Board of Canada Secretariat is providing ongoing support to departments as information is being prepared for publication.

Lessons learned: Establishing a working group of proactive disclosure stakeholders enabled the Treasury Board of Canada Secretariat to have a greater sense of the information that external stakeholders desired, as well as the challenges departments would encounter in meeting the requirements. The working group model provided members with a platform to share best

practices in order to address these challenges. Recognizing that more time is needed for some department to socialize requirements and make necessary adjustments, a phased-in approach is being used to support availability of key data elements. Discussions are underway to develop a forward approach to the migration of historical content to the portal. Once key decisions have been made regarding the migration of legacy content, as well as other key issues such as retention and disposition and mandatory reporting, they will be communicated to departments and next steps will be determined.

11.3 **Milestone:** Pilot an approach to improving transparency in the delivery of grants and contributions by Canadian Heritage, including publication of:

- An increased level of detail in the data proactively disclosed on individual grants and contributions awarded by the department;
- Performance results against published service standards; and
- Data on events and celebrations funded by the department.

Description of results: Canadian Heritage currently reports all required grants and contributions data on a monthly basis to open.canada.ca, and is part of the Wave 1 implementation of the new Guidelines.

An [Annual Report on Canadian Heritage's Service Standards](#) summarizes departmental performance results and has been published on Canada.ca since 2014.

The development of an internal Service Standards dashboard helps ensure the accuracy of data feeding the external annual report. This is a tool that programs can use to track their own progress towards meeting service standards and has the potential to bring a higher degree of accountability to programs to ensure established targets are met.

The [2018 Celebrate Canada Dashboard](#) published an event map of locations for Canadian Heritage funded events that took place across Canada.

Lessons learned: Canadian Heritage was an advocate and early adopter of the expanded reporting and data requirements. The improvements in capturing reliable data on service standards has made it possible to track individual files and their own specific service standards more closely. The dashboard also has the ability to show when files may miss their service standard and can depict clear data that highlights the performance of files going to each Minister's office and those with delegated authority.

Completion level

11.1 Complete
11.2 Complete
11.3 Complete

Commitment 12: Improve public information on Canadian corporations

Overall completion level: completed

Lead implementing department(s): Innovation, Science, and Economic Development
Other actors involved: N/A
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

Currently, business identity information is distributed across jurisdictions in Canada, which poses access challenges for citizens and businesses alike. The federal, provincial, and territorial governments have agreed to collaborate on enhancing processes to reduce the burden on corporate registration and reporting and to provide streamlined access to corporate information through an online search. Making information about Canadian companies and organizations more accessible, discoverable, and usable, can ultimately improve corporate accountability.

What was the commitment?

The Government of Canada will provide searchable information on Canadian businesses that is held in business registries at the federal, provincial, and territorial level.

How was the commitment expected to contribute to solve the public problem?

The federal, provincial and territorial members of the Canadian Association of Corporate Law Administrators (CACLA) are collaborating on the development of an expandable and adaptable digital solution.

Relevance to OGP values

This commitment relates to the OGP value of transparency.

Expected result

Canadians will have access to real-time information on Canadian businesses registered at the federal, provincial, and territorial levels.

Implementation results and lessons learned

12.1 **Milestone:** Launch a pilot project to provide citizens and business with online capacity to search existing federal and provincial (from Ontario, Québec, and Nova Scotia) business registries through a single search tool.

Description of results: In August 2016, the [Business Registry Search Pilot](#) was released online. It provided the public with the ability to find, through one search, federally incorporated businesses (Corporations Canada), as well as businesses registered in Nova Scotia, Ontario and Quebec.

Lessons learned: The Business Registry Search Pilot used an agile design approach to demonstrate the "art of the possible" within a 90-day development sprint. The pilot identified best practices, challenges and lessons learned that were valuable to informing future work.

12.2 **Milestone:** Develop a proof of concept and prototype of a digital solution for reducing burden in the areas of corporate search, registration, and reporting for Canadian businesses that is expandable to all registries across Canada in order to drive consistency in corporate data provided to the public by both federal and provincial governments.

Description of results: In September 2016, a proof of concept of the proposed digital solution, the Multi-jurisdictional Registry Access Service (MRAS), was approved by all provinces and territories and Corporations Canada. The proof of concept established that the Multi-jurisdictional Registry Access Service could connect Canada's business registries and reduce burden on corporations by enabling three things: search across business registries, streamlined extra-provincial registration and direct notifications among registries of changes in corporate information. Building on the proof of concept, the Multi-jurisdictional Registry Access Service prototype was completed in March 2017. Using sample datasets from eight different registries, the prototype demonstrated that, despite many differences, data could be successfully shared among the registries in order to make search, registration and notification a reality. It also identified the high-level business and technical requirements required to fully develop the Multi-jurisdictional Registry Access Service.

Lessons learned: The existence of a strong and collaborative working group with representation from all jurisdictions was a key to this achievement. Using design thinking and agile methodology to engage the provinces established early commitment. The proof of concept, prototype and journey maps demonstrated how the Multi-jurisdictional Registry Access Service addressed each jurisdiction's unique needs, legislative and technical constraints, and priorities. Ongoing communications was key: monthly teleconference calls to update all provinces and territories; bi-weekly calls with active participants to ensure continued progress toward the solution; timely in-person meetings to focus discussions and maintain engagement strong. An Executive Lead Committee of senior management officials helped to keep progress toward the solution on track.

12.3 **Milestone:** Launch a pilot of the digital solution using real data in a test environment. The online corporate search component will be released for testing by users.

Description of results: In March 2018, the Multi-jurisdictional Registry Access Service pilot was launched. The pilot successfully connected a few registries in a test environment in order to test each of the three components - search, registration and notification - with real data. It also identified the detailed requirements for full implementation of Multi-jurisdictional Registry Access Service. In June 2018, the search component of the pilot, Canada's Business Registries (CBR) search service, was released as a beta version. Canada's Business Registries provides coordinated access to core business registry information for over 80% of corporations operating in Canada.

Lessons learned: The teams for each participating jurisdiction included representatives from the business side and technical side. Often, technical teams are able to deliver faster than the business side since it takes time to work through options and understand impacts. This creates a situation where some decisions are made quickly without full participation of all parties. This situation is amplified in a multi-team, multi-jurisdictional context where participants are geographically dispersed. It was also a challenge to ensure all decisions were effectively communicated to everyone when competing priorities demanded attention. The importance of constant and clear communication of expected timelines and easy access to records of decision cannot be underestimated.

Completion level

12.1 Complete
12.2 Complete
12.3 Complete

Commitment 13: Increase the availability and usability of geospatial data

Overall completion level: substantial

Lead implementing department(s): Natural Resources Canada
Other actors involved: Member departments of the [Federal Committee on Geomatics and Earth Observations](#) (FCGEO) supporting the [Federal Geospatial Platform](#) (FGP)
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

Over the last five years, federal departments have worked together to establish a single platform to collect and share geospatial data. This effort enables Canadians to more easily discover, view, and understand geospatial data. Building on this strong foundation, the focus in the coming years will be to increase the quality and usability of geospatial data to derive additional information, solve problems, help with context setting, and assist with evidence-based decision-making.

What was the commitment?

The Government of Canada will make more high-quality, authoritative, and useable geospatial data available in open formats to support better services to Canadians.

How was the commitment expected to contribute to solve the public problem?

The geospatial data collection is being expanded, and the technologies to access that data are being improved, thereby fundamentally changing the way geospatial assets can be accessed and used by government and the public. The single window to federal geospatial data, open maps, is supporting progress towards a modern, networked, and tech-enabled society. It will ensure effective program delivery, improve services to Canadians, and support them in their day-to-day activities.

Relevance to OGP values

This commitment relates to the OGP values of transparency.

Expected result

Canadians will be able to find and use high-quality maps.

Implementation results and lessons learned

13.1 **Milestone:** Improve access to open geospatial data through the expansion of open maps:
   a. Increase the number of federal geospatial datasets available through a single window enabling Canadians to more easily find relevant geospatial data that can be mapped and visualized;
   b. Provide access to satellite imagery through an open licence; and
   c. Work with researchers, data enthusiasts, and developers who use geospatial data to share their work through the open maps gallery.

Description of results:

a. Geospatial datasets accessible through Open maps increased by more than 350 to 781 as of June 30, 2018. Data has been contributed by [14 departments and agencies](#), up from 8.

b. A new collection of [high-resolution elevation data](#) derived from LIDAR (Light Detection and Ranging). The High Resolution Digital Elevation Model (HRDEM) product is part of the CanElevation Series created in support to the [National Elevation Strategy](#) implemented by Natural Resources Canada.

   Natural Resources Canada released the Canadian component of the [Arctic DEM](#), in cooperation with the Polar Geospatial Center of the University of Minnesota.

   Natural Resources Canada also released [Flood extent polygons](#) representing current year floods throughout Canada as monitored by Natural Resources Canada to support emergency response efforts in the affected areas

c. Not completed, see failure report section.

Lessons learned: The work with researchers and others to continuously populate the map gallery component of the open maps website with timely and relevant "click to view" data content took longer than anticipated and was not completed in time for June 2018. See Failure report section.

Additionally, while it is important to continue to work to maximize the release of open geospatial data, costs associated with responding to the Directive on Open Government can sometimes pull resources away from other relevant open data work, such as data quality review, web design, and visualization tools. This can make it more difficult to sustain the momentum of departmental data contributions. Departments are less willing to continually increase their data contributions as the cost of doing so may have an impact on ongoing operations, including those related to improving the open data user experience.

13.2 **Milestone:** Develop geospatial data and web service standards:

a. Increase the quality and standardization of critical geospatial data assets through strategic investments;
b. Implement a management and investment framework for high value federal geospatial data assets; and
c. Participate in geospatial standards bodies to ensure that Canada's data continues to be accessible and interoperable nationally and internationally.

Description of results:
a. The renewal and enhancement of national elevation data has been identified as a critical

geospatial data asset for Canada's Geospatial Data Infrastructure (CGDI). Natural Resources Canada has created a National Elevation Data Strategy for Canada to increase the quality and standardization of the elevation data coverage in the country through partnerships and strategic investments in elevation data acquisition.

The National Elevation Data Strategy aims to develop:
- A national system for the management and dissemination of elevation data;
- A national Lidar data acquisition guideline
- Automated methods for extraction of additional cartographic features from the elevation data

b. Natural Resources Canada transitioned the Federal Geospatial Platform (FGP) project to operational status with 11 partner departments.

Natural Resources Canada led the Federal Geospatial Platform Initiative agreement from partner departments to assess and review the quality of data web services and work collectively to invest in data quality improvements as part of the Federal Geospatial Platform Concept of Operations:

- Worked with the Open Geospatial Consortium Quality of Service Experience group to produce a Discussion paper (OGC QoSE). The report was approved by Open Geospatial Consortium Technical Committee vote. Development of the discussion paper was led by the Federal Geospatial Platform team at Natural Resources Canada and is based on the web service quality assessment framework developed in 2017.
- Completed a data quality assessment on a sample of 30 datasets and associated web services found on Open Maps. Next phase will evaluate all Federal Geospatial Platform high value datasets
- Developed Standard Operating Procedures relating to the Federal Geospatial Data Asset Management Plan (FG-DAMP) developed with the Federal Geospatial Platform interdepartmental Data Work Committee (DWC)
- Worked with provinces and territories from October 2017 to April 2018, in collaboration with members of the Canadian Council on Geomatics (CCOG), and expressed interest in exchanging data and including provincial and territorial geospatial metadata and services through Open Maps.
- Completed data and metadata inventory for 8 provinces and territories (British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Quebec, Nunavut and Newfoundland and Labrador)

The Federal Geospatial Platform initiative successfully developed a Geo-Community Cloud Architecture and installed the core components (ArcGIS Server, Portal, Image Server, GeoAnalytics Server) in the Azure Cloud and Amazon Web Services (AWS) Cloud in collaboration with Natural Resources Canada's Chief Information Officer (CIO) and the Shared Services Canada cloud brokerage service.

Natural Resources Canada demonstrated the ability to automatically extract geographic features from high-resolution satellite imagery using a deep-learning algorithm deployed in a high-performance computing environment. The work is intended to support flood risks analysis through the location of buildings in flood prone areas. The project demonstrated the performance of the system and provided recommendations applicable to the application of deep-learning feature extraction on a national scale.

c. Natural Resources Canada:

- Led the Maps for HTML Community Group which seeks to establish at least one hypermedia type which can be considered to be consumed by a (new) "map" element for HTML. This is intended to lower the technological knowledge required for people wishing to add dynamic map content to their own web pages.
- Developed MapML submission to the Open Geospatial Consortium World Wide Web Consortium (OGC-W3C) Spatial Data on the Web Interest Group plenary meeting.
- Participated in the Open Geospatial Consortium Testbed-13 resulting in a MapML Engineering Report suggesting web client technology improvements and solutions to data visualization portray challenges to cope with limited bandwidth situations.
- Participated in the Open Geospatial Consortium Quality of Service Experience (OGC QoSE) and released a discussion paper that was approved by Open Geospatial Consortium Technical Committee vote.

Collaborated with Statistics Canada in implementing pilot approaches for visualizing socio-economic data by holding regular governance meetings, piloting the dissemination of census data on Federal Geospatial Platform via web services, preparing a joint presentation for the United Nations Global Geospatial Information Management (UNGGIM) Europe on stats-geospatial standards harmonization, and collaborating on the development of visualizations of Sustainable Development Goal indicators.

Lessons learned: Use of cloud computing environments has altered the security requirements for some FGP applications and highlighted the need to streamline and modernize the way web content is deployed on Open Maps.

There continue to be delays in accessing the government of Canada's cloud brokerage.

13.3 **Milestone:** Develop Geospatial Applications:

a. Build mobile applications to disseminate key information to Canadians in an interactive format, which makes complex and large amounts of information easy to understand;
b. Provide targeted applications, which use open geospatial data to address the policy priorities of government; and
c. Provide the ability for Canadians to share data they collect through standardized tools.

Description of results: Examples of data visualizations and applications developed to address policy priorities:

- [Marine Spatial data Infrastructure group on AGOL](#)
- [AAFC Featured Maps and Applications on AGOL](#)

Natural Resources Canada "targeted apps"

- [Inuvik Satellite Station Facility Story Map App](#)
- [B.C. Wildfires Situational Awareness Natural Resources Canada](#)
- [Remote Communities Energy Database](#)
- [Territorial Evolution from 1867 to 2017](#)
- [Current Floods in Canada](#)

Deployed [MapML services](#) supporting three map projections.

A new version of Federal Geospatial Platform [Data Extraction tool](#) released providing a simplified interface for people wishing to download Canada's geospatial framework data.

Federal Geospatial Platform Web Map Viewer Authoring tool has been deployed in order to simplify the development of targeted mapping application using the Federal Geospatial Platform web map viewer application deployed on open maps.

Lessons learned: There is still a need to effect the culture change necessary to increase the uptake of geography and geospatial data within the policy and science communities.

Completion level

13.1 Substantial
13.2 Complete
13.3 Complete

Failure report

13.1c "Work with researchers, data enthusiasts, and developers who use geospatial data to share their work through the open maps gallery."

Mapping applications, for desktop and mobile users, were developed to showcase the application of open licensed geospatial data to various policy priorities (see links in section 13.3). These applications were to be featured through a gallery found on the Open Maps section on open.canada.ca. The work to develop a map gallery was not completed in time for June 2018 due to unanticipated delays arising from work to secure departmental data APIs that were available through the Hyper Text Transfer Protocol (HTTP). This work was required to ensure the continued operation of the current Open Maps web mapping application when using geospatial data from departmental data APIs.

Commitment 14: Increase openness of federal science activities (Open Science)

Overall completion level: substantial

Lead implementing department(s): Environment and Climate Change Canada; Innovation, Science, and Economic Development
Other actors involved: Science-based departments and agencies
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

Scientific research and data that have been produced by the Government of Canada are often difficult for citizens to access. The Government of Canada undertakes a wide range of scientific activities, making significant investments in scientific research and knowledge creation that are essential for informing policy choices or decision making, providing services to Canadians, and ultimately supporting sustainable economic growth. At the same time, the Government highlighted its commitment to ensuring that government science is fully available to the public, consistent with its broader pledge for openness and transparency.

What was the commitment?

The Government of Canada will take appropriate steps to make the science performed in support of Government of Canada programs and decision-making open and transparent to Canadians.

How was the commitment expected to contribute to solve the public problem?

Horizontal implementation of the federal open science initiative began in 2012. Under the Third Biennial Plan to the OGP, the Government of Canada is building on past work by taking bold steps to make government-funded science open and transparent to Canadians. Reflecting the importance of citizen engagement and collaboration, deliverables are focused on increasing the accessibility of government science, helping to ensure Canadians are informed of opportunities to engage in federal science and technology (S&T) activities, and exploring ways to enhance the impact of government data and information.

Underscoring the Government's commitment to open science at the meeting of G7 Science and Technology Ministers in 2016, Canada supported a recommendation to establish an international working group on open science. This group is focused on sharing open science policies, exploring supportive incentive structures, and identifying good practices for promoting increased access to the results of publicly funded research, including scientific data and publications.

Relevance to OGP values

This commitment relates to the OGP values of transparency and public accountability.

Expected result

Canadians will have better access to publications and data related to federal science activities. They will also have more engagement opportunities and more avenues to contribute to federal science activities.

Implementation results and lessons learned

Science-based Departments and Agencies

14.1 **Milestone:** Create a Chief Science Officer mandated to ensure that government science is fully available to the public, that scientists are able to speak freely about their work, and that scientific analyses are considered when the Government makes decisions.

Description of results: Chief Science Advisor, Dr. Mona Nemer was appointed on September 26, 2017. The Government of Canada appointed a Chief Science Advisor to advise it on how to ensure that government science is fully available to the public, that scientists are able to speak freely about their work, and that scientific analyses are considered when the Government makes decisions. Her full mandate can be accessed here.

Lessons learned: Government of Canada champions for key subject matter areas and priorities, such as open science, have an important role to play in supporting ongoing progress and greater ambition among government departments and agencies. In her role as Chief Science Advisor, Dr. Nemer has been an important advocate for open science initiatives in the Government of Canada, and her work in this domain could serve as an example to other senior government officials.

14.2 **Milestone:** Increase the public availability of data and publications produced from federal (S&T) activities.

Description of results: The Science Based Department and Agencies have increased the public availability of data and publications that they produce. Publishing in Open Access is well established across all of the Science Based Department and Agencies and releasable datasets are uploaded either to open.canada.ca or to other discipline-specific repositories.
In addition, during the implementation period of the Third Biennial Plan, Science Based Department and Agencies developed mechanisms to encourage and support making data and publications public. Notable examples include updates to relevant policies that promote increased public availability, such as the National Research Council's Policy on Information Management, the Canadian Food Inspection Agencies' Science Branch Publication Policy, and Transport Canada's governance framework for Open Government (all internal documents).

Extending the principle of openness to draft documents, both Environment and Climate Change Canada and Natural Resources Canada shared documents as part of Treasury Board Secretariat's Open by Default pilot project.

Lessons learned: Science Based Department and Agencies identified challenges related to the current information technology landscape and its impact on the ability for Science Based Department and Agencies to increase the public availability of publications and data.

There is a risk that the multiple data registries within Departments and across the Government might lead to multiple versions of data and uncertainty about which dataset is the authoritative source. Additionally, there is a risk of data tables being broken up into multiple smaller files (data fragmentation) that can be difficult to merge back together for the purpose of data analysis. Finally, a robust process of de-identification to remove or mask personal information is required before confidential data can be made open.

Accessibility and official language challenges continue to affect Science Based Department and Agencies' abilities to make publications open as well.

14.3 **Milestone:** Increase engagement with Canadians on federal S&T activities, including, as appropriate:
- Enhanced communication of scientific participation opportunities in support of federal S&T activities; and
- Targeted consultations on best practices for increasing the impact of federal S&T activities.

Description of results: Since the implementation of the Third Biennial Plan, Science Based Department and Agencies have increased engagement on federal Science and Technology activities.

The Science Based Department and Agencies have enhanced communication of scientific participation opportunities in support of federal Science and Technology activities through a variety of activities, including:

- The Department of Fisheries and Oceans, via their Partnership Fund, funding projects to increase First Nation engagement and integration of Indigenous Traditional Knowledge in fisheries science, thus developing the science capacity of First Nations and enhancing greater collaboration with the Department.
- Science Based Department and Agencies, including Environment and Climate Change Canada, the National Research Council, and the Communications Research Centre have opened their facilities to communicate their science to the public through events that coincide with other public activities, such as Doors Open Ottawa, Science Odyssey, and National Public Service week.
- Transport Canada and Environment and Climate Change Canada have developed teams dedicated towards communicating science and research.
- Environment and Climate Change Canada and the National Research Council have provided social media training for researchers.
- Communications Research Centre and Health Canada have provided training for researchers to develop plain language science stories.

Through these activities, Science Based Department and Agencies have enhanced their ability to more broadly communicate their science and engage with Canadians to increase the impact of federal Science and Technology activities.

Lessons learned: There is an appetite for science communication training. However, a deep culture change is needed: scientists have expressed concerns that the popularization of science may reduce its credibility and lead to the spread of misinterpretation amongst the public. These concerns will need to be addressed in any science communications training.

Making public engagement a second nature will take time and momentum. The development of an external audience and an internal culture that embraces active communication will be required to maximize outcomes.

14.4 **Milestone:** Develop metrics to track collective federal progress on open science activities.

Description of results: In June 2018, the 'Monitoring Open Science Implementation in Federal Science-based Departments and Agencies: Metrics and Indicators Report' was finalized and shared with Treasury Board Secretariat. This report presents a set of metrics developed by the interdepartmental Open Science Metrics Working Group (made up of representatives from the Science Based Department and Agencies). The report identifies four core metrics and three supplementary metrics to track Open Science activities of federal Science Based Department and Agencies. It also identifies areas for future work, such as the development of metrics to measure the impact of Open Science and the benefits it confers upon Canadians.

Lessons learned: The development and implementation of metrics is a long-term project. Some challenges that emerged include identifying metrics that are acceptable and useable across 14 different Science Based Department and Agencies – each with different mandates and priorities.

In order to develop metrics to measure the impact of Open Science, the desired impact will need to be defined. This will be something to explore during the Fourth Open Government Action Plan. It will also be critical to consider the ways in which behaviours can change as a result of the implementation of a performance measurement regime. As an example of this effect, the Chief Science Advisor has referenced the proliferation of "frivolous" patents registered in order to boost metrics that seek to measure the innovation and impact of academic institutions.

Granting Councils and Grants and Contributions

14.5 **Milestone:** Develop and implement an open access policy for scientific research funded through grants and contributions.

Description of results: Since drafting this milestone, it has become clear that there are a broad range of diverse science related transfer payments with different considerations. As such, a single open access policy would be very difficult to implement. It was decided that the adoption of a statement of principles or guidelines, rather than a policy, would be more meaningful and

useful given the complexity of issues.

A draft statement of Statement of Principles on Open Access to Publications Supported through Grants and Contributions has been shared with the community of practice for feedback.

It is worthwhile noting that in 2015 (prior to the implementation period of the Third Biennial Plan), the three federal granting agencies—the Canadian Institutes of Health Research (CIHR), the Natural Sciences and Engineering Research Council of Canada (NSERC), and the Social Sciences and Humanities Research Council of Canada (SSHRC)—published a Tri-Agency Open Access Policy on Publications to improve access to the results of agency-funded research, and to increase the dissemination and exchange of research results. Grant recipients are required to ensure that any peer-reviewed journal publications arising from agency-supported research are freely accessible within 12 months of publication. In addition, Canadian Institutes of Health Research requires researchers to make certain types of data openly available upon publication of results.

Lessons learned: The most important lesson learned in the implementation of this milestone is that government departments and agencies must continue to be agile and adaptable in their work, so that they can identify the right solutions to address complex problems and challenges. By adapting our approach and developing open access guidelines rather than a more rigid policy, we were able to provide a mechanism that would better support departments to implement open access practices that best fit their own ways of working.

14.6 **Milestone:** Work toward the development of policies on digital data management for research funded through the Granting Councils.

Description of results: The agencies (the Canadian Institutes of Health Research (CIHR), the Natural Sciences and Engineering Research Council of Canada (NSERC), and the Social Sciences and Humanities Research Council of Canada (SSHRC)) are currently in the process of developing a policy on research data management (RDM) for agency-funded research. The agencies have met with various stakeholders across Canada to discuss RDM and to inform the development of a Draft Tri-Agency RDM Policy. In June 2018, the agencies launched an online public consultation to solicit feedback on the draft policy and its usefulness in advancing research data management practices in Canada. Feedback received will inform the final design of the policy, which the agencies plan to launch in 2019.

Lessons learned: As demonstrated in the development process for a new policy on research data management (RDM), it is essential to ensure all relevant stakeholders – both inside and outside government – are able to provide their input in government decision-making processes.

Completion level

    14.1 Complete
    14.2 Complete
    14.3 Complete
    14.4 Complete
    14.5 Complete
    14.6 Complete

Commitment 15: Stimulate innovation through Canada's Open Data Exchange (ODX)

Overall completion level: completed

Lead implementing department(s): Federal Economic Development Agency for Southern Ontario in collaboration with Canada's Open Data Exchange
Other actors involved: Communitech, Canadian Digital Media Network, OpenText, D2L, University of Waterloo
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

As governments at all levels continue to make more and more open data available to the public, it will be important to help support the private sector in extracting knowledge and value from that data to build their businesses. In order to develop new products, retain talent, and achieve prosperity, competitiveness, and productivity for Canada, the Open Data Exchange (ODX) was established in 2015 as a partnership among the private, public, and academic sectors to support the commercialization of open data by Canadian companies.

What was the commitment?

The Government of Canada will partner with the private sector to better understand how companies are using open data, and raise awareness of the possibilities that exist for Canadian entrepreneurs to take advantage of the value of open data.

How was the commitment expected to contribute to solve the public problem?

The Open Data Exchange is taking advantage of key opportunities to work collaboratively with stakeholders at all levels to increase the number of open data companies in Canada and to explore new methods for improving access and extracting value from open data.

Relevance to OGP values

This commitment relates to the OGP values of transparency and civic participation.

Expected result

More Canadians will be using open data to launch new products and companies.

Implementation results and lessons learned

15.1 **Milestone:** Complete a comprehensive mapping of 150 Canadian companies that are using open data to launch new products and services, create commercial and non-profit ventures, optimize their business processes, conduct research, and/or make data-driven decisions.

Description of results: Open Data Exchange successfully mapped 150 out of 150 companies for Open Data 150. Key findings from this initiative are highlighted in this infographic. A total of 161 companies had been identified and mapped by the end of June 2018.

Lessons learned: The use of open data by companies to drive economic value is growing but still largely nascent. There still exists a large potential to unlock significant value from open data. A significant gap still exists between data providers and data users. Open Data Exchange has developed a number of services and programs to close this gap.

15.2 **Milestone:** Launch an online platform at http://www.opendata500.com/ca to showcase Canada's Open Data 150.

Description of results: [An online platform has been launched](#) to showcase the 150 companies mapped.

Lessons learned: At the start of the Open Data Exchange mandate, the creation of this platform allowed better assessment of the state of open data use in the private sector. With this knowledge, the Open Data Exchange were in a much better position to develop and deploy programs and services that acted to accelerate the adoption of open data by the private sector.

15.3 **Milestone:** Establish a national network of open data users within industry to collaborate on the development of standards and practices in support of data commercialization.

Description of results: Open Data Exchange has developed robust networks of both data providers (government open data providers) and data users as well as intermediaries and enablers to support the creation and evolution of open data supply chains.

Lessons learned: The use of open data beyond open government and transparency to driving economic outcomes necessitates a culture change within government which is a challenging task. However, the Open Data Exchange has seen the dialogue change over the past 3 years and a larger focus on creating open datasets that meet a need in the marketplace.

15.4 **Milestone:** Collaborate with private industry on three demonstration projects to illustrate the commercialization potential of open data in priority sectors.

Description of results: Four demonstration projects are complete, and one additional demonstration project is still underway as of the end of June 2018. Examples of completed demonstration projects include:
- D2L (Desire2Learn) digitized education standards from several Canadian provinces for its [Achievement Standards Network](#), which enables instructors and course designers to create content that aligns with curriculum standards.
- The City of Guelph held an [open data challenge](#) to engage the private sector to create solutions to civic challenges such as energy efficiency, water quality, and parking.
- The City of Stratford piloted a Smart Parking project, with an [online map](#) to show the availability of municipal parking spaces in the downtown core.

Lessons learned: The Open Data Exchange was able to support 2 extra demonstration projects throughout their first 3-year mandate. Demonstration projects were important to demonstrate

the art of the possible and provide others with insights on how they could capitalise on the use of open data. All of the projects have continued on without additional Open Data Exchange funding support.

15.5 **Milestone:** Incubate 15 new data-driven companies by June 2018

Description of results: Open Data Exchange has engaged with companies in various capacities. More specifically, 18 have been funded through the Open Data Exchange Ventures program, 261 companies have engaged using the mentor and concierge services, and the Communitech Data Hub (Open Data Exchange's home base) is home to over 40 companies, many of which are using open data.

Lessons learned: In order to provide relevant support to companies in the emerging space of open data, the Open Data Exchange needed to be in a position to pivot on their own business model as they learned about challenges, barriers or opportunities that were emerging in real time. As such, the way they anticipated helping companies at the beginning of their mandate was much different from how they ended up helping these companies. Any intermediary or support organization that attempts to help companies in this emerging space must be nimble and be able to respond quickly to market indicators.

Completion level

15.1 Complete
15.2 Complete
15.3 Complete
15.4 Complete
15.5 Complete

Commitment 16: Align open data across Canada (Open Data Canada)

Overall completion level: completed

Lead implementing department(s): Treasury Board of Canada Secretariat
Other actors involved: Provinces, territories, municipalities, and Indigenous Peoples
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

Currently, Canadians cannot easily find, compare or reuse data across Canadian jurisdictions. Governments at the federal, provincial, territorial, and municipal levels have varying levels of open data implementation. While some governments have launched open data portals and made numerous datasets available, others do not have official open data or open government policies or initiatives. Furthermore, governments set priorities for different types of data for release, which may make it difficult for Canadians to compare data across jurisdictions. Each government may also measure and record data differently, which can make it difficult to compare data even when that data is open. The true value of open data can really be unlocked when similar, high-value data is released using consistent, standardized approaches, so that Canadians can easily compare data among departments, across geographic locations, and over time.

What was the commitment?

The Government of Canada will expand collaboration with provincial, territorial, and municipal partners on further standardizing and harmonizing the delivery of open government data across jurisdictions.

How was the commitment expected to contribute to solve the public problem?

Collaborative efforts to implement open government at all levels of government began in 2012. Building on past pan-Canadian cooperation, the Government of Canada is working with other levels of government and key stakeholders to expand collaboration across jurisdictions and develop a list of high-value datasets that are priorities for governments to release. This work will help increase the comprehensiveness of open data available to Canadians and encourage comparability of data across different governments. In addition, it will work with one or more provincial partners to collaborate on a pilot project that will allow users to search data from multiple governments via a common portal. This pilot project will provide an opportunity to accelerate data standardization efforts and better understand the challenges and opportunities associated with federated search.

Relevance to OGP values

This commitment relates to the OGP values of transparency and public accountability.

Expected result

Data and information from different levels of government will be easier for citizens to access and use.

Implementation results and lessons learned

16.1 **Milestone:** Foster the adoption of common open data principles that are consistent with the International Open Data Charter by all levels of government.

Description of results: The Canada Open Government Working Group (a collaborative forum made up of representatives from provincial and territorial governments, as well as the Government of Canada) is supporting the adoption of the principles of the Open Data Charter across jurisdictions, and has created a shared space on GCcollab for collecting resources and sharing actions taken toward the adoption of the Charter.

Treasury Board of Canada Secretariat, along with the Government of Ontario, City of Edmonton and Open North, delivered a panel session at the 2017 Canadian Open Data Summit to promote the adoption of the principles of the Open Data Charter

Notable recent adopters of the Charter include the Governments of Canada and Ontario and the City of Edmonton.

Lessons learned: The adoption of the International Open Data Charter by constituencies at the three different levels of governments represent a major step forward in aligning open data across Canada. These early adopters are well positioned to serve as mentors to other interested jurisdictions (particularly at the provincial, territorial and municipal levels) in adopting the Charter. There is also the need to continue to work with civil society organizations and other entities, who are leveraging subnational open data initiatives and fostering progress through tools such as the open cities index. Intensifying the use of collaborative tools, national and regional open data forums, targeted communication products and social media will also serve to raise awareness and promote the adoption of the Charter.

16.2 **Milestone:** Develop a list of high-value, priority datasets for release in collaboration with key jurisdictions to make it easier for Canadians to compare data across different governments.

Description of results: The Canada Open Government Working Group has developed a criteria tool for identifying high value datasets as well as examples of categories of associated datasets.

The Working Group has identified an initial list of 17 high value datasets for priority release across jurisdictions.

Online public engagement over the list of high value datasets was initiated on June 28th, 2018.

Lessons learned: Currently, each government defines their own criteria for the datasets they will prioritize for release. Data may also be recorded and reported differently from one government administration to the other, which can make it further challenging to integrate these datasets. The intergovernmental collaborative approach implemented by the Canadian Open Government Working Group in identifying 17 high value datasets has provided the first step in addressing this major issue. With a common approach to defining important datasets,

there is a higher chance that similar datasets can be released and then connected to provide even greater value.

16.3 **Milestone:** Launch an online, federated, multi-jurisdictional open data search service in partnership with one or more provinces and territories to allow Canadians to search and access data from across jurisdictions, regardless of its origin.

Description of results: The Government of Canada developed a memorandum of understanding with the Government of Alberta on Federated Open Data Search Service across the open data portals of both governments. Mapping of metadata and controlled vocabulary for both jurisdictions was completed, the technical architecture was created, and the federated open data portal was launched on June 28, 2018. This means that visitors to the Government of Canada [open data portal](#) are now able to access the data they are looking for regardless of whether it was contributed by the Government of Canada or the Province of Alberta. This pilot will also serve as a template for federating Government of Canada data with other provinces, territories and municipalities in the future.

Lessons learned: This work has helped to demonstrate the proof of concept for a federated open data search service that is scalable across jurisdictions. Pivotal to the success of this pilot project is the alignment of metadata profiles and technology architecture across both the Treasury Board of Canada Secretariat and the Government of Alberta. The pilot will also act as a model for future collaborations between the Government of Canada and other subnational governments.

16.4 **Milestone:** Host a national Open Data Canada summit in 2017 to bring together federal, provincial/ territorial, and municipal officials to collaborate on setting a national agenda for aligning and improving the delivery of open data across the country.

Description of results: The Government of Canada (along with the Government of Alberta) hosted a half-day senior executive meeting of the Canada Open Government Working Group during the 2017 Canadian Open Data Summit held in Edmonton to develop a cohesive approach and work plan for a pan-Canadian framework on open government.

The Government of Canada also collaborated with provincial and municipal partners to host a panel session on aligning open data across Canada at the event.

The Canada Open Government Working Group also engaged Indigenous Open Data Leaders on Indigenous data governance, infrastructure, analytics and reporting during the summit.

Lessons learned: The Canadian Open Data Summit provided a unique forum to advance discussions at multiple levels of governments on key open data priorities. The co-hosting of joint panel sessions at the Summit also helped to strengthen the working relationship on open data between governments, civil society organizations, industry and Indigenous leaders. This collaborative approach is crucial to building an open data culture through peer learning and sharing of best practices.

Completion level

16.1 Complete
16.2 Complete
16.3 Complete
16.4 Complete

Commitment 17: Implement the Extractives Sector Transparency Measures Act

Overall completion level: completed

Lead implementing department(s): Natural Resources Canada
Other actors involved: N/A
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

The Government of Canada remains committed to improving the transparency and accountability of the Canadian extractives sector. In its second Action Plan, legislation was introduced, the *Extractive Sector Transparency Measures Act* (ESTMA), which established new reporting and transparency obligations for the Canadian extractive sector to contribute to global efforts against corruption in the extractive sector.

What was the commitment?

The Government of Canada will implement the *Extractive Sector Transparency Measures Act* (ESTMA) that requires the reporting of certain payments made to governments related to the commercial development of oil, gas, and minerals.

How was the commitment expected to contribute to solve the public problem?

Canada's extractive sector has a well-established financial reporting system, which ensures transparency and the good governance of natural resource revenues. Implementation of the *Extractive Sector Transparency Measures Act* is helping to improve the transparency of payments made by extractive companies involved in the exploration and/or extraction of oil, gas, or minerals to all levels of government, both foreign and domestic. The new reporting system complements existing reporting requirements with a view to ensuring Canada's framework is aligned with other G7 countries and is consistent with the emerging global standard.

Relevance to OGP values

This commitment relates to transparency, civic participation and accountability.

Expected result

Canadians will be able to access data on reportable payments made to governments in Canada and abroad.

Implementation results and lessons learned

17.1 **Milestone:** Undertake outreach activities with reporting entities to ensure awareness and understanding of processes for publishing their reports based on a consistent template and format.

Description of results: Natural Resources Canada held in-person information sessions and bilateral meetings on the *Extractive Sector Transparency Measures Act* in Vancouver, Calgary,

and Montreal, as well as numerous additional sessions via tele/video conference. Natural Resources Canada collected feedback from these sessions as well as an electronic survey completed in June 2017 on challenges that were encountered by businesses reporting in the Act's first year. Natural Resources Canada then formed a Stakeholder Advisory Group to collaborate on improving tools and guidance based on this feedback. A revised Guidance document, new guidance on including payments to Indigenous governments in Canada, and a revised template and report validation checklist were provided to stakeholders in March 2018. These efforts are expected to facilitate compliance, and lead to more consistent and comparable data.

Lessons learned: Natural Resources Canada's in-person information sessions, bilateral meetings and tele/video conferences to date have been well-received. In a survey completed in June 2018, two-thirds of surveyed *Extractive Sector Transparency Measures Act* stakeholders indicated an interest in continuing to participate in Natural Resources Canada's outreach activities, including through in-person sessions and webinars. These results highlight the importance of ongoing engagement and outreach with industry and other stakeholders.

17.2 **Milestone:** Improve public access to published reports through a common online window.

Description of results: As of June 2018, the majority of the reports published for the first two *Extractive Sector Transparency Measures Act* reporting years were linked on the Natural Resources Canada website. As of June 2018, 100 per cent of the links were active, enabling the public to access data on payments made to governments in Canada and abroad in over 850 reports.

Lessons learned: Under the Act, *Extractive Sector Transparency Measures Act* reports must be available online for five years. Natural Resources Canada has begun employing a link checker to verify more frequently throughout the year that the links remain active and to ensure that the reports remain accessible to the public.

17.3 **Milestone:** Seek broader alignment of *Extractive Sector Transparency Measures Act* with other jurisdictions in Canada and around the world.

Description of results: Natural Resources Canada collaborated and shared information and lessons learned with other governments that have either already introduced similar legislation, or who have demonstrated an interest in increasing extractive sector transparency.

Lessons learned: It is important to continue to work with governments in other jurisdictions to ensure alignment with the emerging global standard on transparency, to ensure that data on payments made to governments is accessible to the public, and to minimize administrative burden on industry.

Completion level

17.1 Complete
17.2 Complete
17.3 Complete

Commitment 18: Support openness and transparency initiatives around the world

Overall completion level: substantial

Lead implementing department(s): Global Affairs Canada, the International Development Research Centre, Agriculture and Agri-food Canada, and Treasury Board of Canada Secretariat
Other actors involved: Open Government Partnership, International Aid Transparency Initiative, Global Open Data for Agriculture and Nutrition, Open Data for Development and associated networks
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

Citizens of all nations can benefit both socially and economically from open government, regardless of who they are or where they live, but it is often harder for developing countries to access the cutting-edge digital resources or support the professional training and awareness programs that can enable open government initiatives. To ensure that the global open government movement is not restricted to the wealthiest or most technologically advanced governments, Canada continues to support peer knowledge exchange and capacity-building efforts.

What was the commitment?

The Government of Canada will work with international partners to increase the transparency of international development funding, and to share skills and knowledge with developing countries to ensure that everyone can reap the benefits of open government.

How was the commitment expected to contribute to solve the public problem?

Under Canada's first two Action Plans, steps were taken to ensure greater transparency and quality of Canada's international aid data. Canada worked with partners in the Open Data for Development (OD4D) network to build capacity around the world for ambitious open government initiatives to benefit citizens. By expanding these initiatives, and undertaking new leadership roles in support of the Open Government Partnership and the International Aid Transparency Initiative (IATI), Canada can help ensure citizens around the world have access to government information and opportunities to engage in public affairs. This will also facilitate the implementation of the 2030 Agenda and its Sustainable Development Goals.

Relevance to OGP values

This commitment relates to the OGP values of transparency and public accountability.

Expected result

Governments and civil society organizations around the world will have the knowledge, tools, and expertise needed to support greater public access to open data and information, especially in relation to the implementation of the 2030 Agenda for Sustainable Development.

Implementation results and lessons learned

18.1 **Milestone:** Endorse the Open Government Partnership's [Joint Declaration on Open Government for the Implementation of the 2030 Agenda for Sustainable Development (PDF, 36 KB)](#), and leverage Canada's participation in the OGP to help support the declaration's commitments.

Description of results: As a new member of the OGP Steering Committee, Canada will act as an advocate for the OGP's fundamental values of openness, transparency, accountability, and participation. We will aim emulate these values in all of our work, and particularly through our co-chair priorities of inclusion, participation, and impact. We will seek to ensure that global open government efforts support greater inclusion of traditionally marginalized or under-represented people, and in particular we will amplify the voices of women and girls, who remain critically under-represented in the highest circles of public power and influence. We will also bolster global resolve to rigorously track the tangible results of their efforts, and we will encourage governments to speak about both their accomplishments and their struggles in delivering on open government.

Lessons learned: International declarations on open government can be a powerful force for raising the level of global ambition and pushing for more meaningful change. However, declarations must also be backed up by concrete action and rigorous reporting. With Canada set to host the 2019 Open Government Partnership Global Summit in May, we will be sure to take a results-driven approach that encourages governments to not only identify the principles and priorities that are important to them, but to also identify the actions they will take to turn those aspirations into reality, and the mechanisms they will used to report on their progress.

18.2 **Milestone:** Leverage Canada's role as chair of the International Aid Transparency Initiative to support international good practices on aid transparency and greater interoperability among data standards (e.g., aid, public procurement, public accounts, corporate identifiers) to enable greater accountability and improve the effectiveness of development finance.

Description of results: At the [IATI Members' Assembly](#) chaired by Canada in October 2017, members reviewed progress on important initiatives and set directions for an increased focus on use of open aid data. In remarks to the IATI members, the Chair of the OECD-Development Assistance Committee highlighted the importance of transparency and accountability, and the complementarity between IATI and the Development Assistance Committee. The 2017 IATI [Annual Report](#) shows sustained progress in the range and quality of data published by over 800 organizations working in the development and humanitarian sectors. The IATI Standard now enables the publication of data mapped to the 2030 Agenda goals and targets, to Humanitarian Global Clusters and to national public accounts, while the Org-ID.guide initiative spun off from IATI provides access to organisation registers in support of interoperability.

Lessons learned: Open data and government initiatives tend to focus initially on the supply side – increasing access to data and information – but in due course attention must turn to data use. The IATI community took steps since 2016 to increase awareness of open aid data and support the development of tools and services to facilitate its use in support of development results.

18.3 **Milestone:** Provide training and peer-learning to at least 500 open data leaders in government and civil society in developing countries, provide technical assistance to at least 10 developing countries, increasing the quality and ambition of their open data policies, and assess how capacity-building activities affect communities.

Description of results: Through the Open Data for Development (OD4D) network, Canada has helped to fund and organize a network geared at strengthening open data ecosystems around the world. Peer learning activities and technical support spanned the world, provided through the School of Open Data, the Open Data Leaders Network, and the Open Data for Development hubs serving Africa, the Caribbean, Latin America, Eastern Europe and Central Asia, and Asia, as well as the new Francophone Africa Hub. Peer learning activities supported leaders working in Public Service, as well as civil society leaders. A total of 900+ open data leaders were supported by the end of the implementation period (with a gender ratio of 61% male to 39% female).

This support took a number of forms, including in-person and online. Technical support was provided to 14 governments, mostly delivered through the OD4D hubs. As a result of the success of this support, OD4D signed a memorandum of understanding with the Open Government Partnership to lead their strategic partnership on open data. This could potentially expand resources available to support governments to take on more ambitious commitments and to release data in ways that support the ongoing growth of the eco-system. To advance this work, OD4D partners supported a session on best practices during the Open Data at the 2018 Open Government Partnership Global Summit in Georgia. This work will continue to be supported into Canada's next National Action Plan on Open Government.

In addition, the IATI Secretariat delivered presentations and workshops to increase the capacity of partner country officials, civil society organizations and media to use aid data to monitor development resources and results.

Lessons learned: Efforts to provide training and peer learning must continue to be supported by local organizations and communities in order to ensure that training is tailored to the local context. This allows training efforts to be more easily scalable, leveraging local experts and advocates to build networks of open government champions across a number of different regions and sectors.

18.4 **Milestone:** Work with international organizations and partners in developing countries to implement innovative open data projects with impact on anti-corruption, local governance, health, and education.

Description of results: In addition to supporting broad capacity building and technical support for opening government and other kinds of data, the OD4D network has also invested into sector-specific innovation aimed at further understanding the impact of open data in anti-corruption, local governance, health, and education. These activities included ongoing collaboration with other key open data actors including the Open Data Charter and Global Open Data for Agriculture and Nutrition (GODAN) to develop "open up packages" and support to 5

scaled applications in health, anti-corruption, and open education. Activities also included seed funding for a number of pilot projects whose sustainability is still being assessed. Documents reflecting on the impact of these activities will be published in the 2018 State of Open Data report.

OD4D has continued to prioritize support to innovation for gender equality and gender transformation. For instance, in Latin America, we have worked with the Organization of American States and governments in the region to help prevent and eliminate violence against women, catalysing actions to collect reliable data on domestic violence and women's homicides.

Lessons learned: One of the greatest challenges in supporting the implementation of innovative open data projects with impact on anti-corruption, local governance, health, and education is actually assessing and measuring the impacts of those initiatives. At the international level, just like at the domestic level, it can be difficult to measure the indirect impacts of greater openness and transparency, and it can sometimes take a long time for the impacts of open data initiatives to be realized.

18.5 **Milestone:** In support of Canada's role as a partner in the Global Open Data for Agriculture and Nutrition (GODAN):

- Increase the amount of high-value, reusable agriculture and nutrition data made available to Canadians in open formats under the Government of Canada's open license; and
- Participate in the planning of the GODAN Summit in September 2016 in order to support the global agenda for opening agriculture and nutrition data around the world.

Description of results: Agriculture and Agri-Food Canada has released 68 datasets to open.canada.ca since November 2016 (including 10 new datasets since the mid-term self-assessment), appreciably increasing the amount of open agriculture and nutrition data available to data users around the world.

Agriculture and Agri-Food Canada continues to be an active member of GODAN, recognizing the important role this organization plays in supporting open agriculture and nutrition data to drive sustainable development outcomes. In support of the 2016 GODAN Summit, Agriculture and Agri-Food Canada extended the offer of departmental resources to the GODAN Summit planning committee. Unfortunately, at the time this support was offered, the Summit was already advanced to a point where our additional resources would not be required. However, Agriculture and Agri-Food Canada was pleased to attend the event and actively participate in the Agricultural Open Data Package working group session during the summit. Additionally, in September 2017, Agriculture and Agri-Food Canada was pleased to support a discussion session entitled "Farmers sharing their data with scientists" at the Research Data Alliance Tenth Plenary Meeting in Montréal, an event sponsored by GODAN.

Lessons learned: Early engagement and co-development of commitment milestones between central and other government departments will improve departmental planning, and best position the Government of Canada for success.

Completion level

18.1 Complete
18.2 Complete
18.3 Complete
18.4 Complete
18.5 Complete

Commitment 19: Engage civil society on open government

Overall completion level: completed

Lead implementing department(s): Treasury Board of Canada Secretariat
Other actors involved: Civil society partners
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

The participation of both civil society and government is essential to the success of any open government initiative. On the recommendation of the Open Government Partnership, the Government of Canada will establish a permanent mechanism for improving meaningful public dialogue, to move beyond informing and consulting to enhanced citizen collaboration and empowerment.

What was the commitment?

The Government of Canada will create ongoing mechanisms for strengthening dialogue with civil society in support of open government activities.

How was the commitment expected to contribute to solve the public problem?

Canada initially established a multi-stakeholder advisory panel to support development and implementation of Canada's first two Action Plans. Canada is committed to cultivating an effective relationship with civil society by designing and nurturing a renewed mechanism to support constructive, ongoing dialogue between government and non-government stakeholders. Led by the Treasury Board of Canada Secretariat, this renewed mechanism will establish a strong link between government and civil society. It will engage regularly to track progress on Canada's commitments, identify potential new areas of focus, and help raise awareness of open government issues across Canada.

Relevance to OGP values

This commitment relates to the OGP values of transparency, civic participation and public accountability.

Expected result

Civil society will be able to access a formal mechanism for regular, two-way conversation on open government issues with the federal government.

Implementation results and lessons learned

19.1 **Milestone:** Develop and maintain a renewed mechanism for ongoing, meaningful dialogue between the Government of Canada and civil society organizations on open government issues across the country.

Description of results: A Multi-stakeholder Forum on Open Government was launched in December 2017 with members from government, civil society, and academia. The Forum has been meeting regularly since, and brokering additional meetings, discussions, and working sessions between experts and stakeholders from civil society and government program leads as

required.

Lessons learned: It can be challenging for public servants, operating within a particular accountability structure, to work with individuals from civil society in a discussion format designed to explore possible futures; many government decisions, particularly when involving funding decisions, have to be taken at particular levels, which can sometimes stifle progress or completely stop proposed initiatives. More work is needed to establish strong communication channels between government and civil society members of the Multi-stakeholder Forum, and to design decision-making processes that leave space for creativity, adaptability, and co-creation.

19.2 **Milestone:** Undertake targeted engagement activities to discuss open government issues in specific domains with key civil society stakeholders.

Description of results: Throughout the engagement on the 2018-20 National Action Plan on Open Government, a number of sessions were organized around specific issues, including data sovereignty, beneficial ownership, financial transparency, feminist Open Government, and open data. In many cases Multi-stakeholder Forum members helped identify impacted and interested stakeholders, and co-managed the sessions. The Multi-stakeholder Forum has been a key partner in identifying priority themes for Canada's 2018-2020 National Action Plan.

Lessons learned: There are benefits and drawbacks to a thematic approach to engagement. On the positive side, it allows for additionally focused discussion among people interested in, and familiar with, a particular topic, enabling directed exploration of the topic space. However, it also means that dialogue is less likely to include conflicting views and competing priorities. The above lesson learned, about the flexibility of public servants to engage in frank and honest discussion, likewise applies here.

Completion level

19.1 Complete
19.2 Complete

Commitment 20: Enable open dialogue and open policy making

Overall completion level: completed

Lead implementing department(s): Privy Council Office; Treasury Board of Canada Secretariat
Other actors involved: Public servants, public engagement practitioners, civil society, civic tech, citizens
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

Public engagement through open dialogue and participatory processes is vital to the success of government. The Government of Canada recognizes that informed decision making requires the knowledge, views, values and skills of experts, stakeholders, and citizens to inform and shape effective government policies, programs, and services. Consultation provides participants an opportunity to state how an issue affects them, identify underlying values and contribute to shared outcomes.

What was the commitment?

The Government of Canada will foster enhanced citizen participation through greater collaboration and co-creation with the public and stakeholders within and across government initiatives.

How was the commitment expected to contribute to solve the public problem?

Through this open dialogue commitment, the Government will engage citizens, stakeholders, and other governments, to participate in well-designed processes that create space for deliberation and collaboration of the participants involved. The Government of Canada will adopt common principles, clarify needs and implement tools and guidance to foster greater collaboration across traditional organizational boundaries.

Relevance to OGP values

This commitment is related to the OGP value of civic participation.

Expected result

The Government will be better equipped to engage and collaborate with stakeholders and citizens on government priorities, policies, programs and services.

Implementation results and lessons learned

20.1 **Milestone:** Promote common principles for Open Dialogue and common practices across the Government of Canada to enable the use of new methods for consulting and engaging Canadians.
- Engage with First Nations, Inuit, and Métis to ensure that these principles and practices support meaningful engagement and reflect the renewed nation-to-nation/Inuit-to-Crown/government-to-government relationships.

Description of results: Principles are [available online.](#) Current work includes implementing and measuring principles in practice through Government of Canada engagement; collaborating with public servants from other levels of government, public engagement practitioners and others on making available guidance and supports that enable practitioners to engage effectively with citizens.

In 2016 and 2017, the Open Government team took initial steps to engage with First Nations, Inuit, and Métis communities on open government issues. Targeted engagements included meetings with representatives of the First Nations Information Governance Centre, and engagement events in Alberta and British Columbia co-organized with Indigenous communities. These initial conversations helped us to realize that our engagement with Indigenous communities in Canada cannot be focused on individual projects or events. Instead, we need to take a step back and begin to establish lasting relationships of mutual trust and respect with our Indigenous partners. We have reflected our commitment to reconciliation and nation-to-nation relationship-building in a draft commitment in our 2018-2020 National Action Plan on Open Government.

Lessons learned: We did not have the skills required on the Government of Canada's consultations and public engagement team to engage meaningfully with Indigenous peoples in a broad enough dialogue to support the development of engagement principles. Existing documentation supports the [Crown's duty to consult](#) and [Principles respecting the Government of Canada's relationship with Indigenous peoples](#). Further work will be done in future to better reflect a spirit of reconciliation in our work, with a goal of developing relationships of mutual trust with our partners in First Nations, Inuit, and Métis communities across Canada.

20.2 **Milestone:** Identify necessary supports (e.g. skills development, resourcing, technological innovation) needed to deliver on the full potential of engaging with stakeholders.

Description of results: The Government of Canada has undertaken a number of initiatives to identify supports that will help departments deliver on the full potential of public engagement and consultation processes.
The Government of Canada is collaborating with civic tech and public engagement practitioners to co-create an eco-system of tools for citizens and government to engage online.

Work to date includes:

- Conducted usability testing to inform improvements to [Consulting with Canadians.](#)

- Developed public engagement training. Five 1-day sessions were delivered for 135 participants within 4 months. Two train-the-trainer sessions increased potential for these sessions to be offered in the future.

- Developed and delivered training to policy and communications analysts on evaluating public engagement.

- Developed and delivered an interactive workshop on designing public engagement approaches. Published the facilitators guide online that maps engagement methods to goals.

- Conducted two pilot projects to use artificial intelligence (AI) to categorize and analyze large volumes of qualitative input.

- Completed a Request for Information for public engagement services to hear from potential service providers. The goal is to expand the number and type of services that are available through a pre-qualified list of vendors.

Additionally, a multidisciplinary team led by the Community of Federal Regulators prototyped the use of an open source platform that allows stakeholders to provide comments to a regulatory text directly online (eRegulations). The platform also enables Government of Canada analysts to effectively analyze stakeholder input, an important step in open policy making. The pilot project helped identify barriers to stakeholders participating online and internal barriers to creating online tools. The code for this tool is open source and available online.

Lessons learned: Deep digital and data literacy combined with emotional intelligence and a clear understanding of the entire policy process are required to develop and execute engagement strategies that result in useful inputs to feed as lines of evidence into policymaking. Many digital engagement tools exist, but fewer are purpose-build for federal level uses, such as in-line commenting on legislative documents.

20.3 **Milestone:** Identify and support participatory processes undertaken by departments to share lessons learned and demonstrate the value of including stakeholders and members of the public throughout the policy, program or service design and implementation.

Description of results: The Government of Canada has undertaken a number of initiatives to identify and support participatory processes. Examples include:

- Contributed to open repositories of data, methods and tools (including posting case studies on Participedia and sharing cases and stories with the Open Government Partnership).
- Published citizen feedback as open data, for example, on Open Government and National Security consultations and public opinion research from ESDC: https://open.canada.ca/data/en/dataset?portal_type=dataset&q=public+opinion+research+esdc&sort=&organization=esdc-edsc
- Cases and stories were collected to share publicly, including with the Open Government Partnership.
- Explored preprocessing and content analysis of comments from public consultations in CSV format (Comma-separated values) using Python. The documentation and tool is publicly available here.
- Launched GC Developers Exchange, a website designed to make it easier to collaborate on open source digital solutions. Teams within the Government of Canada can post contract opportunities, and developers can find contract opportunities. All procured code is licensed as open source and housed on GitHub to encourage re-use.

- Used GC Developers Exchange to through a contract opportunity to discover new approaches to more easily release data sets that were not in accessible formats. Openly documented the experience online, including lessons learned.
- Updated policy advice provided in Cabinet Directive on Regulation that lays out the purpose, value and process of engaging with stakeholders when developing or changing regulations.

- Updates were made to the Policy on Communications and Federal Identity in May 2016 to clarify the role of Heads of Communications in supporting public engagement in the development of policies programs, services and initiatives.
- Guidance has been published by Status of Women Canada about using GBA + as a tool when planning public engagement efforts.

Lessons learned: It takes longer than two years to realize the results and outcomes of public engagement in the context of policy, program or service design and implementation. It is possible to track and document activities as they occur; however, measuring outcomes can only occur after implementation.

20.4 **Milestone:** Develop, implement the measurement of, and promote indicators for open government to support benchmarking and continuous improvement.

Description of results: The Government of Canada has undertaken a number of initiatives to develop and promote indicators for open government. Work to date includes:

- Developed a performance measurement framework defining an approach to measuring process integrity, policy outcomes and trust in government.

- Conducted Public Opinion Research on citizen engagement in Canada to understand extent to which Canadians were aware of, and participated in, government activities.

- Drafted a measurement framework to assess the principles of public engagement.

Lessons learned: Viewing open government as a program rather than a lens through which to conduct government business may be a barrier to wider adoption of putting open policy making into practice.

Completion level

20.1 Complete
20.2 Complete
20.3 Complete
20.4 Complete

Commitment 21: Promote open government globally

Overall completion level: completed

Lead implementing department(s): Global Affairs Canada; Treasury Board of Canada Secretariat; the International Development Research Centre
Other actors involved: Open Government Partnership, Open Data Charter, La Francophonie
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

The world is witnessing a global transformation, fueled by citizens' desire to better understand how their governments make decisions and develop policy. At the same time, there are growing global trends of citizen distrust, shrinking civic space, and elite capture. At the OGP Global Summit in Paris in December 2016, officials from around the world acknowledged that, recognizing these global trends, the future of democracy itself is at stake.

The global open government movement can be a countervailing force to these disturbing trends by promoting the rule of law, reducing corruption, promoting public access to information, and developing effective and accountable institutions. The Government is committed to working with international partners in government, civil society, private sector, and academia to support the principles of openness and transparency around the world.

What was the commitment?

The Government of Canada will work with international partners to promote the principles of open government around the world.

How was the commitment expected to contribute to solve the public problem?

Canada is undertaking leadership roles in the global open government community, supporting the International Open Data Charter and the Open Government Partnership, and fostering new strategic partnerships through organizations like the [International Organisation of La Francophonie](#). By working collaboratively with international partners to promote common, global principles of open government, Canada can cement its role as a world leader in openness and transparency.

Relevance to OGP values

This commitment relates to the OGP value of transparency.

Expected result

Canada will be recognized as a global leader in openness and transparency. It will foster greater adoption and implementation of global principles of open data.

Implementation results and lessons learned

21.1 **Milestone:** Participate in key forums internationally to learn from other countries and share our challenges and successes.

Description of results: Canada was elected to the Open Government Partnership's Steering Committee, and is the current supporting co-chair. Canada will leverage this leadership role to support peer learning and exchange on key priorities, including inclusion, participation and impact.

Canada also recently served as chair of the International Aid Transparency Initiative and the CKAN (Comprehensive Knowledge Archive Network) association.

The Open Data for Development Network, hosted at Canada's International Development Research Centre, was recognized as the OGP thematic leader for open data and will continue to lead learning-focused work at regional and global forums.

Language on open government was included in the Organisation internationale de La Francophonie's 2016 Antananarivo Declaration; a Government of Canada Fact Sheet published during the 2016 North America Leaders' Summit; a Canada-Estonia Joint Statement on Digital Government and Economy; a Canada-France Joint Declaration on Cultural Diversity and the Digital Space; and a Canada-UK MOU on Digital Government

A declaration for the 2018 Summit of the Americas includes a reference to the role of open government and open data in the fight against corruption, building broad institutional support to the regional program which has been initiated with Canada's support.

Canada contributed to the organization of, and was in the programme of, the fourth International Open Data Conference in Madrid where Canada shared successes and challenges. Canada also participated in a number of other key international forums, including:
- the 2016 OGP Global Summit in Paris, France;
- the 2018 OGP Global Summit in Tbilisi, Georgia;
- The 2017 OGP Americas Regional Meeting in Buenos Aires, Argentina; and

OECD open government peer review missions to Costa Rica and Argentina.

Lessons learned: In 2018, Canada is often referred to as the global leader in the Open Government arena. The Government of Canada therefore has a responsibility to act as a global leader, both by undertaking transformational initiatives domestically, and promoting and reinforcing the value of openness, transparency, and accountability on a global scale. This is especially critical at a time when open government has an important role to play protecting democracy worldwide by strengthening citizens trust in public institutions. By discussing our successes and failures, as well as documenting and sharing learning, Canada is leading by doing.

21.2 **Milestone:** Strengthen the capacity to deliver open data in Francophone Africa through support to locally-led, multi-stakeholder processes and international conferences.

Description of results: In November 2017, Open Burkina was selected to coordinate the African Francophone Open Data Community and act as a regional hub to coordinate around research, innovation, and capacity building in Francophone Africa. As of June 2018, activities have commenced with local representatives in 8 countries, including local capacity building, agenda building, and working with multi-stakeholder partners.

Lessons learned: The 2016 African Francophone Open Data Community conference brought together 22 francophone countries and raised awareness of the importance of creating and adapting existing open data practices in the region. A regional hub was established to support the community with materials adapted to the context of Francophone Africa and to drive locally-led leadership, which was highlighted as a need. Canada provided support for locally-led peer learning and coordination activities, but also sought to support networks for sharing best practices across Latin America, Caribbean, Africa, Middle East and Asia, which contributed to fast progress and growth in ambition of open data efforts. Led by local organizations and agendas, Canada is supporting connections between the Francophone Communities and leading actors around the world, including in Canada, creating opportunities to share learning.

21.3 **Milestone:** Promote the principles of the International Open Data Charter, participate in the development of enabling resources and tools for the Charter, and support the development of the World Wide Web Foundation's Open Data Barometer through the Open Data for Development network to measure the Charter's implementation by governments around the world.

Description of results: Canada signed the Open Data Charter in 2018. Since July 2016, more than 20 additional governments worldwide have adopted the Open Data Charter, including the governments of Ontario and Edmonton. Support was provided for the development of global resources, and key initiatives in developing countries, including work in agriculture, public procurement, gender and data journalism.

The Fourth edition of Open Data Barometer was published in May 2017 covering 115 countries. The funding for a Special Edition Barometer Report for Africa was approved in 2017, and work is ongoing, with release planned for September 2018.

Lessons learned: Global resources are needed for the open data community, but it is also important to ensure that they align with emerging agendas while providing a strong basis of evidence. The Barometer aligned with other open data indexes, and developed a special edition to include new countries. As discussed in the previous cycle, assessing and benchmarking the impact of open data initiatives around the world will remain crucial for assessing the efficacy and quality of such initiatives in both Canada and the world, and this continues to be the case.

Completion level

21.1 Complete
21.2 Complete
21.3 Complete

Commitment 22: Engage Canadians to improve key Canada Revenue Agency services

Overall completion level: completed

Lead implementing department(s): Canada Revenue Agency
Other actors involved: N/A
Reporting period: End-of-term (July 1, 2017 to June 30, 2018)

Commitment description

What was the public problem that the commitment sought to address?

Service excellence is a top priority for the Canada Revenue Agency, and the agency is committed to ensuring high-quality services are delivered to Canadians in a way that makes them feel respected and valued.

What was the commitment?

The Government of Canada will undertake public consultations and engagement to support improved access to high-value, statistical tax data and publications, increased fairness of the rules governing charities' political activities, and better understanding of factors affecting the low rates of benefit uptake.

How was the commitment expected to contribute to solve the public problem?

The Canada Revenue Agency is undertaking a number of key public consultation and engagement activities to respond to key challenges:

- The Canada Revenue Agency currently publishes open data in various categories both on its website and on Canada's Open Data portal. A better understanding of the public's satisfaction with, and interest in, statistical tax publications and related data, is needed to meet the growing demand for data that is of value to Canadians.
- The Canada Revenue Agency has committed to providing more information on the regulation of charities to the public and to engaging with the charitable sector to identify ways to clarify the rules on the political activities of charities..
- Each year a number of Indigenous Canadians miss out on potential tax benefits. Through consultation, new data, and collaboration with other government departments and stakeholders the Canada Revenue Agency is seeking to empower Indigenous Canadians to obtain the tax benefits to which they are entitled.

Relevance to OGP values

This commitment relates to the OGP values of transparency and civic participation.

Expected result

Canadians will be more satisfied with publicly available statistical tax publications and related data. Charities will have clear rules regarding political activities. Through consultations, Indigenous Canadians and vulnerable communities will be empowered to obtain the tax benefits to which they are entitled.

Implementation results and lessons learned

22.1 **Milestone:** Complete an online consultation with Canadians to measure public satisfaction with, and interest in, statistical tax publications and related data.

Description of results: The Open Data Portal Survey assesses user satisfaction with the portal in order to improve user access to high-value, statistical tax data and publications. It was posted online in August 2016 prior to the Mid-Term Self-Assessment Report. A new user-friendly format was subsequently developed along with the introduction of a pop-up window inviting users to participate in the survey. The survey and pop-up were made compatible with the Canada.ca site following the transfer of Canada Revenue Agency web pages in summer 2017. Technical difficulties affecting whether the pop-up was shown or not to visitors resulted in lower participation in the survey. Only 40% of visitors coming to the site are shown the pop-up. In addition, the survey competes with other surveys on Canada.ca. As of June 2018, 34 responses to the survey have been obtained. Fifty percent of the survey participants found the publication easy to find and 53% found the information easy to understand. Past surveys prior to the implementation of the pop-up showed higher participation rates.

Lessons learned: The utilization of pop-ups to encourage participation in surveys has been found to be generally ineffective. The Canada Revenue Agency is exploring the alternative of changing the administration of the survey from a pop-up to hyperlinks on as many relevant pages as possible.

22.2 **Milestone:** Engage with registered charities, the public, and other stakeholders in the charitable sector to help clarify rules governing charities' political activities:
   - Conduct online and in-person consultations sessions on what information is needed, what form any future rules should take, and how best to communicate them to stakeholders and the general public.

Description of results: Online and in-person consultations of the rules governing charities' political activities were completed in December 2016. Over the consultation period, the Canada Revenue Agency received almost 20,000 written submissions from charities and individuals, and met with 167 representatives from the charitable sector. A Consultation Panel reviewed the feedback and presented a report to the Minister of National Revenue in March 2017. As announced in Budget 2018, the government will provide a response to the Panel's report in the coming months.

Lessons learned: Recommendations brought forward through the consultation process will help the government better understand the challenges faced by, and the needs of, the charitable sector when contributing to public policy debate. This input from stakeholders is invaluable to understand how best to clarify the rules governing the political activities of charities.

22.3 **Milestone:** Engage with Indigenous Canadians to better understand the issues, root causes, and data gaps that may be preventing eligible individuals from accessing benefits.

Description of results: Public opinion research with Indigenous communities and vulnerable populations (including urban Indigenous Canadians) was conducted in spring 2017, to better

understand the factors that may prevent eligible individuals from accessing benefits. The Canada Revenue Agency is leveraging the results of these studies to inform more targeted initiatives to improve Indigenous peoples' participation in the tax and benefit system. The Canada Revenue Agency continues to work with its federal partners to identify opportunities to increase Indigenous peoples' awareness of and access to benefits and credits.

Lessons learned: Both public opinion research studies provided valuable insights into barriers experienced by Indigenous communities and vulnerable populations. Future research should consider a more intersectional approach – for example, by considering the specific experiences of vulnerable populations (e.g., persons with disabilities, seniors) within Indigenous communities. In addition, more flexibility should be built in for engagement timelines for Indigenous communities to take into account communities' varying approval processes and associated timelines.

Completion level

22.1 Complete
22.2 Complete
22.3 Complete