Government of Canada   Gouvernement du Canada

Innovation, Science and Economic Development's Open Government Implementation Plan (OGIP)

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Version Control

Innovation, Science and Economic Development - Open Government Implementation Plan (OGIP)

Prepared by Innovation, Science and Economic Development on behalf of:

This document is available in alternate formats on request.

This document will continue to evolve over time, based on feedback and suggestions from related communities of interest.

Has this document been helpful to you? Do you have suggestions to improve it? Please send all suggestions or enquiries to the following:

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Table of Contents

1. Executive Summary

Canada has a longstanding commitment to openness and accountability as a cornerstone of a strong, modern democracy. From the passing of access to information legislation over 30 years ago to current Open Government and proactive disclosure activities, the Government of Canada has worked to ensure transparency on federal operations to enable Canadians to hold their government accountable. The commitments included in Canada's Action Plan on Open Government 2014-16 will further progress on the delivery of transparent and accountable programs and services focused on the needs of Canadians.

The proactive release of data and information is the starting point for all other Open Government activity. Accordingly, the Government of Canada has firmly established an "open by default" position in its mandatory policy framework by issuing the *Directive on Open Government*.

As the Government of Canada's (GC) centre of microeconomic policy expertise, Innovation, Science and Economic Development (ISED) works with Canadians in all areas of the economy and in all parts of the country to create a strong business environment which promotes competition, instilling both investor and consumer confidence. ISED works towards this goal by encouraging innovation, supporting business and creating a fair, efficient marketplace. To that end, the Directive provides an opportunity for ISED to leverage existing processes and expertise to ensure the Department's information resources are made more accessible to the Canadian public.

The Department is committed to making its information resources available to Canadians through its participation in the development of an Open Science Implementation Plan, proactive disclosure of expenditures and access to information requests, making departmental publications available in digital format, and the release of datasets to open.canada.ca. Implementing the *Directive* will prompt ISED to develop stronger information governance (IG) for structured data and enable the following:

- the establishment of best practices and a shift of the organizational culture to be more information-centric;
- the prioritization of data quality and accuracy so that strategic business decisions based on data can be made with confidence;
- the classification and control of data to maximize its effectiveness and manage access and changes to critical data;
- the management of data through its life-cycle; and
- the definition of processes supporting Open Government, such as the approval process for the release of Open Data and Open Information resources.

Moving forward, ISED will integrate the principle of "open by default" into all of the Department's planning for policy development and program delivery to maximize public access to the information resources needed to build a prosperous and innovative Canada.

2. Approvals

_____   _____
John Knubley   **Date**
Deputy Minister
Innovation, Science and Economic Development

_____   _____
Rick Rinholm   **Date**
Information Management Senior Official
Chief Information Office (CIO)
Innovation, Science and Economic Development

_____   _____
Daniel Boulet   **Date**
Director General
Strategy and Information Services Branch
Innovation, Science and Economic Development

_____   _____
Andrew Meldrum   **Date**
Director Information Management
Strategy and Information Services Branch
Innovation, Science and Economic Development

3. Purpose

This document describes Innovation, Science and Economic Development's plan to complete activities and deliverables aligned to the requirements of the *Directive on Open Government*, in order to achieve full compliance by the March 31st, 2020 implementation deadline.

> The objective of the Directive is to maximize the release of government information and data of business value to support transparency, accountability, citizen engagement, and socio-economic benefits through reuse, subject to applicable restrictions associated with privacy, confidentiality, and security (Directive *on Open Government*, Section 5.1).

The expected results of the Directive *on Open Government* (Section 5.2) are that Canadians are able to find and use Government of Canada information and data:

- to support accountability;
- to facilitate value-added analysis;
- to drive socio-economic benefits through reuse; and
- to support meaningful engagement with their government.

This document also describes Innovation, Science and Economic Development's plan to complete activities and deliverables aligned to one or more of the twelve commitments described in Canada's Action Plan on Open Government 2014-16.

4. Context

4.1 ISED Mandate, Vision and Mission[1]

As the Government of Canada's (GC) centre of microeconomic policy expertise, Innovation, Science and Economic Development (ISED) works with Canadians in all areas of the economy and in all parts of the country to create a strong business environment which promotes competition, and instills investor and consumer confidence. ISED works towards this goal by encouraging innovation, supporting business and working to create a fair, efficient and competitive marketplace.

ISED's founding legislation, the *Department of Industry Act*, established the Ministry as the federal Department responsible for building a prosperous and innovative Canada. In order to deliver on its mandate, the Department is responsible for a number of program activities, delivered along five business lines: policy development, research and analysis, regulatory compliance, program delivery and internal services. These diverse activities cover a range of matters, including managing Canada's airwaves and overseeing its bankruptcy, incorporation, intellectual property and measurement systems; providing financing and industry research tools to help businesses develop, import and export; encouraging scientific research; and protecting and promoting the interests of Canadian consumers.

As part of the GC's commitment to helping Canadians, ISED has a team of three ministers who oversee the delivery of these programs and services:

- Minister of Innovation, Science and Economic Development
- Minister of Science
- Minister of Small Business and Tourism

As specified in the mandate letters they received upon assuming office, each minister has been tasked with the delivery of specific priorities in order to achieve the Department's objectives. Two of the mandate letters in particular address key commitments to Open Government initiatives, including the following:

Minister of Innovation, Science and Economic Development Mandate Letter

- "Improve the quality of publicly available data in Canada. This will require working with Statistics Canada, the President of the Treasury Board and other departments and agencies to develop an Open Data initiative that would consider big data and make more of the data paid for by Canadians available to the public."

Minister of Science Mandate Letter

- "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."

Innovation, Science and Economic Development Portfolio

The Department also works in partnership with twelve agencies and organizations under the Innovation, Science and Economic Development Portfolio to leverage resources and maximize synergies to further the Government's goal of building a knowledge-based economy in all regions of Canada and to advance the Government's jobs and growth agenda through:

- **Innovation through science and technology**—helping firms and not-for-profit institutions more rapidly turn ideas into new products and services
- **Trade and investment**—encouraging more firms in more sectors to export to more markets, and helping Canadian firms attract a larger share of foreign direct investment
- **Growth of small and medium-sized enterprises**—providing access to capital, information and services

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[1] Innovation, Science and Economic Development - About Us

- **Economic growth of Canadian communities**—fostering new approaches to community economic development, based on community strengths and information infrastructures.

The Innovation, Science and Economic Development Portfolio includes:

- [Business Development Bank of Canada](#) (BDC)
- [Canadian Space Agency](#) (CSA)
- [Copyright Board Canada](#) (CB)
- [Destination Canada](#) (DC) (formerly known as the Canadian Tourism Commission)
- [Federal Economic Development Agency for Southern Ontario](#) (FedDev Ontario)
- [Innovation, Science and Economic Development Canada](#) (ISED)
- [National Research Council Canada](#) (NRC)
- [Natural Sciences and Engineering Research Council Canada](#) (NSERC)
- [Registry of the Competition Tribunal](#)
- [Social Sciences and Humanities Research Council of Canada](#) (SSHRC)
- [Standards Council of Canada](#) (SCC)
- [Statistics Canada](#) (StatCan)

The following organizations are also associated with the Innovation, Science and Economic Development Portfolio:

- [Canada Foundation for Innovation](#) (CFI)
- [Council of Canadian Academies](#)
- [Genome Canada](#)
- [Pierre Elliott Trudeau Foundation](#)
- [Science, Technology and Innovation Council](#) (STIC)

ISED provides information and services in collaboration with provinces, territories and the private sector, including [Broadband funding to remote communities](#), [BizPal](#) and the [Canada Business Network](#).

4.2 ISED's Organizational Structure, Population and Regional Distribution

ISED employs approximately 5,000 employees. The Department consists of seven sectors that contribute directly to ISED's business and four that provide corporate services. Most employees are located in the National Capital Region (NCR); however, regional office staff also play an important role in supporting a variety of ISED programs.

4.3 ISED's Technological Environment

The creation of Shared Services Canada (SSC) in 2011 transformed Information Management (IM) and Information Technology (IT) environment across 43 GC departments and agencies. SSC aligned human and technology resources and assets with the intention of improving the efficiency, reliability and security of IT infrastructure. Support for ISED's infrastructure is provided by SSC in partnership with the Chief Information Office (CIO), which manages the department's IM/IT services, policies, and resources. While the CIO provides support to all program areas, the diversity of the ISED portfolio and the range of mandates, legislative requirements and restrictions have resulted in governance and technological infrastructure being managed at the program level through different technologies, data repositories, and applications.

4.4 ISED's Role in Facilitating Open Government for the Whole of Government

[Canada's Action Plan on Open Government 2014-16](#) identifies the following commitments which target a range of initiatives to improve access to Open Data, Open Information, and Open Dialogue for Canadians:
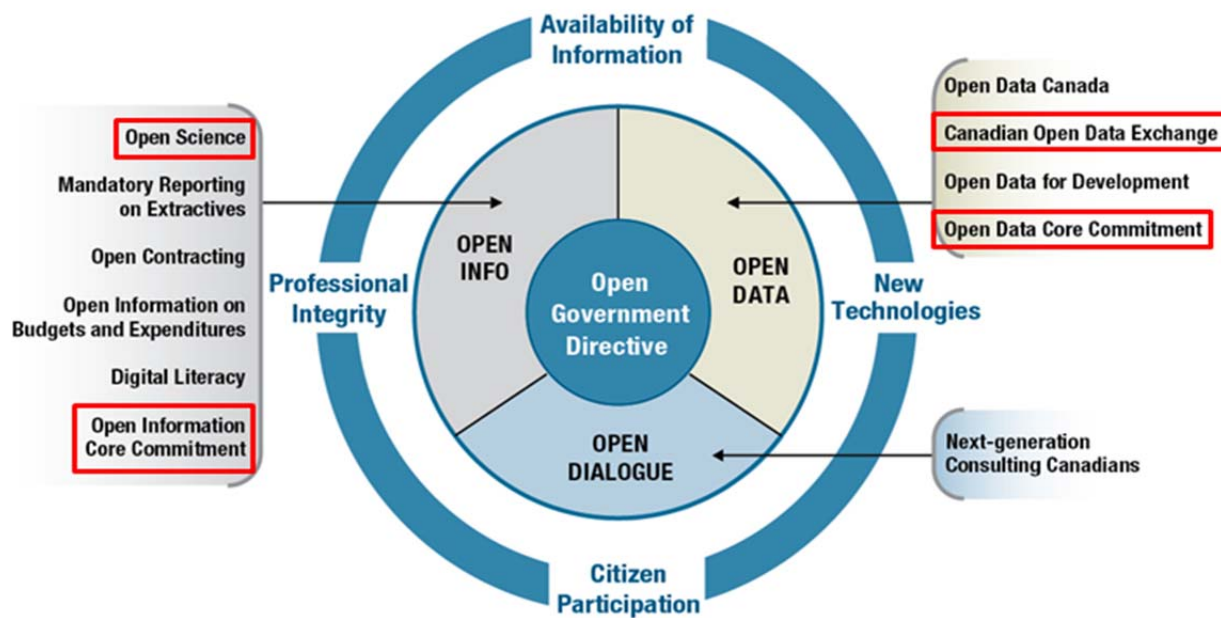
ISED is committed to achieving the Open Government core principles of greater availability of information, civic participation, professional integrity and the use of technology for openness and accountability through compliance with the *Directive on Open Government* and facilitation of **Open Information**, **Open Data** and **Open Dialogue**. The Department is participating in the advancement of *Canada's Action Plan on Open Government*'s commitments through its activities in **Open Science** (collaborating on the newly-approved **Open Science Implementation Plan**), and its core commitments across the OG pillars. Notably, ISED has taken a lead role in the new government-wide canada.ca website and leadership roles in integrating content around three themes: Business and Industry, Science & Technology and Money (Consumers).

In support of *Canada's Action Plan on Open Government*, ISED will maximize the release of eligible government data and information of business value subject to applicable restrictions related to privacy, confidentiality and security. Planned activities include the following:

- Establishing and maintaining inventories of data and information holdings;
- Prioritizing the publication of data and information based on public demand;
- Publishing data and information in accessible and open formats on federal Open Government websites under an open and unrestrictive licence; and
- Reporting annually on progress made.

Stream 1: OPEN INFORMATION - TRANSPARENCY AND ACCOUNTABILITY

Open Science

It is estimated that Canadian federal departments and agencies produce over 4,000 science publications per year in addition to datasets amassed from research activities. A key commitment under *Canada's Action Plan on Open Government 2014-16,* Open Science seeks to maximize access to federally-funded scientific research to encourage greater collaboration and engagement with the scientific community, the private sector and the public.

Environment and Climate Change Canada (ECC) led work across Science-based Departments and Agencies (SBDAs) to develop and implement a plan to address this commitment. The plan, approved by Deputy Ministers on September 24, 2015, describes the proposed approach to promote open access to federally-funded scientific publications and corresponding data. It also describes how information on federally-funded science and technology activities will be made publically available, and provides opportunities for collaboration in federal science. ISED supports and will work to advance commitments under the Open Science Implementation Plan. Specific deliverables include:

- **Open Access** (a harmonized Open Access policy, guidance on licensing for scientific publications and a consolidated list of peer-reviewed articles from SBDAs dating back to 2012)
- **Open Data** (guidance on releasing data supporting peer-reviewed articles, inventory and release of science data and scientific data stewardship)
- **Public Engagement** (an environmental scan of national and international approaches, with recommendations for pilot projects)
- **IT Infrastructure** (a list of Open Science infrastructure currently available in the cloud and internal to government, Open Science platform requirements and implementation of one-stop search for science on open.canada.ca)

Open Information Core Commitment

The GC continues to expand the proactive release of information on government activities, programs, policies, and services, making information easier to find, access and use. ISED releases information on completed Access to Information (ATI) requests, travel and hospitality expenses, contracts over $10,000, position reclassifications and grant and contribution awards. The role that the Department plays in government-wide web renewal activities and digital policy initiatives increases access to federal government information and provides Canadians with the requisite tools to leverage the digital landscape.

ISED Publications

- ISED publishes approximately 50 documents annually which are available at ic.gc.ca. These publications are also deposited with the Depository Services Program at Public Works and Government Services Canada (PWGSC) at publications.gc.ca. To date, there are approximately 4,000 ISED publications accessible via the Open Information Portal.
- By the end of 2015-16, nearly 5,000 of ISED's previously print-only publications will be available to Canadians via Library and Archives Canada's (LAC's) new Trusted Digital Repository (TDR) which will be accessible to Canadians through the GC's Open Information Portal. ISED's Library and Knowledge Centre (LKC) estimates that it will have completed digitization of more than 13,000 publications by March 2016.
- The Communications Research Centre (CRC) will continue its collaboration with SBDAs to develop plans and policies to launch open access to publications and data. The Centre publishes an average of 100 publications per year, 90% of which are suitable for public release (i.e. they have been peer reviewed, permission has been granted to publish, and they meet security clearance requirements).

Web Renewal - Canada.ca

In December 2013, Service Canada, in collaboration with Treasury Board Secretariat (TBS), initiated an enterprise-wide transformation of the federal government's web presence by launching the canada.ca website. Replacing over 1,500 separate websites, canada.ca provides Canadians with access to a simple and intuitive site powered by a modern Google-based search engine.

As the website continues to grow, ISED has been identified as an early adopter of canada.ca and has been named the departmental theme lead for the categories of Business & Industry, Science & Technology and Money (Consumers). Institutions are accountable for their content at all levels, including publishing schedules; however, ISED is responsible for coordinating the integration of content from various institutions that fall under the theme lead categories.

ISED continues to accept electronic Access to Information and Privacy (ATIP) requests and payments through the Government-wide ATIP Online Request website, ensuring greater availability of government and personal information where

appropriate, and makes completed ATI requests available on **Canada's Open Government portal** (open.canada.ca).

Under the Open Data stream, ISED has participated in a number of initiatives, including the following:

The **Open Data Institute,** under the **Canadian Open Data Exchange** (ODX)**,** will act as a hub for Canadian Open Data initiatives, and will play a key role in encouraging the commercialization of Open Data through the development and promotion of common Open Data standards. Additionally, it will stimulate the "app" economy by supporting Open Data "appathons," and encourage the use of Open Data to increase productivity and create new products and services to benefit Canadians. ISED has provided funding to the Open Data Institute, and continues to support other Open Data initiatives.

Open Data Core Commitment

ISED currently uses the Open Government Licence to publish datasets containing Spectrum Management, Economics and Canadian Industry information on open.canada.ca and will continue to make use of GC initiatives to enhance data discovery, prioritize easy access to high-value federal data and standardize release procedures, formats and metadata. In 2015, ISED offered support to the International Open Data Conference, and continues to act as a partner in initiatives such as the Canadian Open Data Experience (CODE). Furthermore, the CIO continues to lead work on Master Data Management in order to standardize departmental data fields.

Canadian Open Data Experience (CODE)

CODE is a public competition using federal, provincial and municipal data to develop innovative applications; during an intense 48-hour coding "appathon," innovators across Canada compete to build the best app utilizing data available on open.canada.ca.

ISED helped facilitate and fund the first CODE competition in 2014. In 2015, the GC increased promotion of CODE activities and events, expanded the use of regional hubs to increase participation in all areas of Canada, and created sub-themes to focus application development on everyday challenges facing Canadians. This year the chosen CODE categories of Youth, Commerce and Quality of Life were particularly relevant to ISED's portfolio. ISED acted as a location sponsor and provided additional support by opening its Service Lab to the public as a partner hub for registered participants to visit and code on site. Subject matter experts (SMEs) were also available during the competition to answer questions on ISED datasets.

The Department also hosted its own internal **CODE Sprint** in June 2015. The "mini-appathon" generated several ideas, including the **API (Application Programming Interface) Store**, which would act as a one-stop shop for accessing ISED data in a more user-friendly way. The goal of the API Store is to provide a new channel for business clients to use and share ISED data, thereby fostering more opportunities for innovation and efficiency. Support for bringing the API Store to reality in the coming year will be provided by ISED's Chief Information Officer.

Innovation, Science and Economic Development's Service Lab

Opened in 2015, ISED's Service Lab will help federal government programs that offer services for business to improve their service design and delivery. The Lab's mission is to help government programs innovate in the design and delivery of services for business by providing a collaborative space that can bring together the people, tools and open environment needed to solve service problems from the "outside in" through collaboration, co-creation and testing.

In April 2015, the **Interdepartmental Innovation Fair** was held in ISED's Service Lab, providing an opportunity for departments, regions and horizontal and functional communities to share their latest Blueprint 2020 (BP2020) initiatives.

Connecting with Canadians

As Canadians comment on departmental datasets posted through open.canada.ca, queries are regularly forwarded to their owners within the Department. ISED engages its subject matter experts and data owners to respond to questions, and consults with TBS on the planning for release of new datasets by tracking public requests on the Suggest a Dataset portion of the website. Additionally, the Department has looked at municipal models for using Open Data Forums or Cafés, which provide an opportunity for citizens and public servants to meet and discuss datasets prior to their release. This will act as a potential avenue for increased engagement with Canadian citizens.

4.5   Challenges

To date, ISED's decentralized approach to managing structured and unstructured data holdings has posed a challenge to sharing and collaboration among sectors and lifecycle management. ISED currently operates in an environment of isolated data repositories tightly coupled with the applications that create and maintain them. The applications are in turn largely segregated along organizational boundaries. ISED manages approximately 215 databases,[2] each containing multiple datasets, in addition to over 100 websites[3] and ISED business units take responsibility for managing their structured data in a variety of applications and content published on the Department's websites.

While unique datasets are managed by their data owners and released on an ad hoc basis the Department also works with Master Data, high value common information that supports critical business processes across the enterprise. Master Data includes the entities most commonly used by ISED (e.g., Person, Organization and Location). Data integrity is a challenge and the Department is working to apply data governance procedures to standardize datasets and ensure high quality.

The CIO is currently consulting with dataset owners to determine the volume of datasets held by the Department and identify which might be candidates for public release. To date, 31 datasets owned by Spectrum, Information Technologies and Telecommunications (SITT) and Small Business, Tourism and Marketplace Services (SBTMS) have been posted on open.canada.ca to date. Select datasets and additional ISED reports are also available online through ic.gc.ca. TBS has a request pending with the Department for the release of several new datasets,[4] based on public feedback received through the Open Government Portal.

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[2] As identified by ISED's Enterprise Solutions Directorate
[3] ISED's inventory of internet sites (*Internet Presence Policy*)
[4] See Annex B

Policy and funding challenges are widespread as agencies work to develop new processes, allocate resources and integrate the accelerated release of data into planning, procurement and modernization activities. Updated governance frameworks are required to protect privacy, national security and commercial interests; to monitor compliance and quality; and to ensure that official language and accessibility requirements are met. Furthermore, research communities will need to agree on standardization protocols to facilitate data storage, search, and dissemination.

Changes in technology, employee skillsets, business processes and client expectations are challenges currently facing all departments. ISED sectors are collaborating to design a holistic vision for digital service delivery, which will connect departmental efforts on web renewal, open data, improving business applications, identity and stakeholder management, master data management and business analytics. The vision will focus on e-service delivery so that accessing government services matches expectations and is aligned with business processes in the connected world.

TBS is working with federal departments and agencies to develop tools, resources and guidelines to meet these challenges and provide a forum for problem-solving and sharing of best practices. ISED is actively involved at the working group level and is taking the opportunity to help identify areas of concern and provide input to proposed solutions.

While there is general consensus that Open Science access initiatives will benefit research, the public and industry, the same challenges exist within ISED and across the GC. These include consistency of approaches, forecasting of costs and accessibility, format, privacy, security, legal and ownership requirements related to the release of both data and scientific publications. The Tri-Agency Open Access Policy on Publications, which was launched in February 2015 by 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) ("the Agencies"), will serve as a model for a Government-wide policy.

An additional challenge is the classification of information of enduring or archival value which has been transferred to LAC. There is a drive to increase the public availability of heritage material; however, the removal of access restrictions is dependent on policy guidance from LAC and TBS and is currently under development.

4.6   Opportunities

Shaping Innovation, Science and Economic Development's Approach to Open Government

As efforts continue to address the challenges above, it has become increasingly clear that working to find solutions will benefit both departments (in terms of greater efficiencies, collaboration, transparency and accountability) and Canadians (in terms of improved accessibility, services and opportunities for innovation).

The creation of data and information inventories will be an integral resource for providing a comprehensive listing of the Department's data and information holdings and enabling their effective management. It will also assist ISED to more easily identify those datasets which are of high interest to the public and/or directly support ISED's outcomes and initiatives, and assign the resources needed to facilitate their release. Furthermore, looking at the Department as a common entity, rather than through the lens of individual organizational units and siloed applications, affords the opportunity to realize significant savings in time and money by managing data in a more efficient and effective manner.

Implementing the Directive will prompt ISED to develop stronger information governance (IG) for structured data and enable the following:
- the establishment of best practices and shift of the organizational culture to be more information-centric;
- the prioritization of data quality and accuracy so that strategic business decisions based on data can be made with confidence;
- the classification and control of data to maximize its effectiveness and manage access and changes to critical data;
- the management of data through its life-cycle; and
- the definition of processes supporting Open Government, such as the approval process for the release of Open Data and Open Information resources.

ISED will work with its Portfolio partners to develop a common approach to Open Government for all members.

5. Outcomes

Implementation of the *Directive on Open Government*

The *Directive on Open Government*, released by TBS in October 2014, requires all Government departments to detail their governance structures and processes supporting Open Government, including the development of data and information inventories, identification and prioritization for the publication of datasets which are eligible for release and the removal of access restrictions on information resources prior to their transfer to LAC. This will require the establishment of well-documented governance structures and processes to assist with quality assurance, life-cycle management, identification and prioritization for release, authorization to publish and sufficient resources to ensure the publication of information which is both timely and accurate.

ISED has identified the following short-term targets for the Department, which will ensure compliance with the Directive, and facilitate the management of ISED's resources and improve the quality of service delivered to Canadians:

5.1   Governance

- The establishment of a formal governance framework for the management and release of data, established by the CIO through collaboration with the Data Management Working Group (DMWG), will build on existing processes for data release, solidifying consultation with ISED stakeholders and leveraging ISED's current governance committee structure. This in turn will ensure that both data and information publication become an integral part of the Department's current and long term planning actitivities.

- In order to better facilitate management of ISED's resources, the CIO will develop a process to begin building a comprehensive list of the Department's information holdings by expanding existing consultation processes on data/application registries to include more detailed reporting and validation from business owners.

5.2   Release of Datasets

- ISED currently has 31 datasets published on the portal, in addition to a variety of public-facing databases. Through the accelerated identification and prioritization of the release of information deemed of interest to the Canadian public on open.canada.ca, Canadians will have easier access and far more extensive opportunities to better utilize the Department's resources.

5.3   Communications and Planning

- As part of its commitment to *Canada's Action Plan*, the CIO will work with the Corporate Management Sector (CMS) and Communications Marketing Branch (CMB) to ensure that the philosophies driving Open Government are better understood by ISED employees, and integrated in the Department's integrated planning activities and service delivery models.

5.4   Open Science Implementation Plan

- The Science and Innovation Sector (SIS) worked successfully with Environment and Climate Change Canada on the development of an approach for SBDAs and granting agencies to promote open access to federally-funded scientific publications and corresponding data. As the plan comes to fruition, information on federally-funded science and technology activities

will be made publically available, and opportunities for collaboration in federal science will increase.

- Big data is a broad term for datasets so large or complex that traditional data processing applications are inadequate. Challenges include analysis, capture, data curation, search, sharing, storage, transfer, visualization, querying and information privacy.[5] Per the *Personal Information Protection and Electronic Documents Act* (PIPEDA), ISED has a role in shaping the use of big data with regards to issues of privacy, data ownership, and data usage rules.

- Big data analytics refers to the simultaneous analysis of structured and unstructured data (numbers, text, photos, video or audio, often in real time). Open Data initiatives enable big data analysis capabilities through the identification and release of datasets. ISED's Information and Communications Technologies (ICT) Branch is currently working on developing a strategy to leverage big data analytics to improve program and service delivery, stakeholder and client relations, and strategic decision making through predictive outcomes.

5.6   Alignment with Blueprint 2020 (BP2020)

- BP2020 articulates a vision of a federal public service with the following four guiding principles:

  - An open and networked environment that engages citizens and partners for the public good;
  - A whole-of-government approach that enhances service delivery and value for money;
  - A modern workplace that makes smart use of new technologies to improve networking, access to data and customer service; and
  - A capable, confident and high-performing workforce that embraces new ways of working and mobilizing the diversity of talent to serve the country's evolving needs.

- Building on BP2020 principles, the Department's IM/IT vision, as stated in its five-year **IM/IT Strategic Plan for Information Management and Information Technology,**[6] clearly states that information should be reliable, complete, accurate, timely and up-to-date, discoverable, accessible, and available. The Department's Open Government commitments are central to this direction and to advancing the vision set out in BP2020.

6.   Governance Structures and Decision Processes

The following sub-sections describe the governance structures and decision processes that support Open Government and how those responsibilities are delegated and fulfilled within ISED.

6.1   Roles and Responsibilities – Deputy Head and Information Management Senior Official

The governance of ISED's Open Government Implementation Plan (OGIP) is informed by the responsibilities identified for the Information Management Senior Official (IMSO) and Deputy Head (DH) in sections 6 (Requirements), 7 (Monitoring and Reporting Requirements), and 8 (Consequences) of the *Directive on Open Government.*

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[5] https://en.wikipedia.org/wiki/Big_data
[6] Innovation, Science and Economic Development IM/IT Strategy (2015-16 to 2019-20), RDIMS# 95238

Authority	OG Responsibilities
Deputy Minister (DM)	As designated Deputy Head, ISED's Associate Deputy Minister (ADM) is responsible for: • Approval of the OGIP; • Engagement and commitment to Open Government obligations; • In instances of non-compliance with the Directive, deputy heads are responsible for taking corrective measures within their organization with those responsible for implementing the requirements of this directive.
ISED Information Management Senior Official (IMSO)	Departmental IMSOs, as designated by the deputy heads, are responsible for the following requirements: • Maximizing the release of Government of Canada open data (structured data) and open information (unstructured documents and multi-media assets) under an open and unrestrictive licence; • Ensuring that open data and open information is released in accessible and reusable formats via Government of Canada websites and services; • Establishing and maintaining comprehensive inventories of data and information resources of business value held by the department to determine their eligibility and priority, and to plan for their effective release; • Developing, posting to the designated website, implementing, and annually updating a departmental OGIP; • Maximizing the removal of access restrictions on departmental information resources of enduring value prior to transfer to Library and Archives Canada (LAC) as part of planned disposition activities; • Ensuring that Open Government requirements are integrated in any new plans for procuring, developing, or modernizing departmental information applications, systems, or solutions in support of the delivery of programs and services. Monitoring and reporting requirements include: • Overseeing the implementation and monitoring of the *Directive on Open Government* in the Department; • Working with key stakeholders, including heads of communications, departmental security officers (DSOs), data owners, functional specialists and access to information and privacy coordinators to ensure the implementation of the Directive; • Bringing to the Deputy Head's attention any significant difficulties, gaps in performance or compliance issues and developing proposals to address them; • Ensuring that corrective actions are taken to address instances of non-compliance (corrective actions can include additional training, changes to procedures and systems and other measures as appropriate); and • Reporting any performance or compliance issues to the Chief Information Officer Branch of the Treasury Board of Canada Secretariat (TBS).

6.2   Roles and Responsibilities – Key Stakeholders

In order to facilitate the successful implementation of the Department's policies, programs, services and strategic outcomes, ISED relies on senior governance committees for decision-making and the identification of main priorities. The senior governance committees include the Departmental Management Committee (DMC), the Director General Policy Committee (DGPC) and the Director General Management Advisory Committee (DGMAC). The Chief Information Office Management Committee (CIO MC) and the newly-formed Data Management Working Group (DMWG) provide direction in IM/IT areas.

6.2.1 Governance Committees and Working Groups

Committee	OG Responsibilities
Departmental Management Committee (DMC)	- Acts as the senior decision-making committee in the Department; - Provides strategic direction and oversight of ISED's public policies, programs and services, as well as its management of resources, including people, finances, information, systems and assets; - Responsible for departmental governance and the implementation of major Government change initiatives; - DMC will provide approval, direction and support for the implementation of all Open Government activities within ISED.
Director General Policy Committee (DGPC)	- Responsible for informing Executive Committee policy discussions and supporting sound decision making in order to ensure that ISED has a coherent policy agenda and well-designed policies and programs; - DGPC provides advice on ISED's public policies, programs and services, including the Department's policy agenda and the following items for Executive Committee: - Medium-term policy planning; - Implementation of departmental, ministerial, and government priorities; - Evaluation of legislative and regulatory changes; and - Review of potential program areas. - The DGPC will ensure integration of Open Government commitments in ISED's planning, priorities and program delivery areas.
Director General Management Advisory Committee (DGMAC)	- Support ISED's DMC by ensuring proposals affecting internal operations are well-designed and consistent with departmental directions and priorities; - Responsible for reviewing and providing recommendations on corporate strategies, policies, plans and initiatives for management functions including the following - Tracks the implementation of approved management strategies, policies, plans and initiatives, and reports to the DMC on their progress and impact; - Will approve recommendations on information and data governance from the newly formed Data Management Working Group, in support of Open Government commitments.
Chief Information Office Management Committee (CIO MC)	- Advises and provides status of IM/IT policy and Iprogram initiatives to the other departmental governance committees at ISED; - Acts as a forum for the Chief Information Officer and all CIO Director Generals (DGs) to review, evaluate, direct and approve IM/IT policy and program initiatives and to ensure they align with ISED and CIO direction and meet their stated objectives; - The CIO MC will ensure Open Government objectives are fully supported and included in all IM/IT policy and program initiatives.
Data Management Working Group (DMWG)	- Will support the implementation of data management initiatives at ISED; - Priorities for Year One will focus on Open Data, including direction on the management of structured data, as well as the release of ISED information in compliance with the Directive on Open Government through the following: - Establishing accountability and responsibilities for data management; - Establishing data management standards and guidelines (including a review of current practices) to enhance the quality of datasets for release by data stewards and custodians; - Providing input on Open Data engagement activities; - Collaborating and liaising with key corporate stakeholders to obtain advice and to ensure that privacy, security and legal requirements are met; - Providing recommendations on priority data releases to data owners where requested by public feedback and TBS; - Collaborating with data owners to develop and maintain a release schedule for public data, including the identification of high priority datasets according to established criteria; - Working with program areas to identify datasets which are eligible for release now,

| ISED Area	OG Responsibilities
	or which could be modified to ensure they meet the criteria for publication; and
	o Identifying opportunities to leverage ISED information holdings for future publication.
	• Over time, the working group will ensure that Open Data governance processes are aligned with Master Data Management and Big Data;
	• The group will align with governance frameworks put into place to manage and release other information resources over time ;
	• Key participants in the working group will include the CIO, ATIP Office, Corporate Management Sector (CMS), Security Services, Communications and Marketing Branch (CMB), Strategic Policy Sector (SPS) and information owners in program areas.

6.2.2   Functional Support

ISED Area	OG Responsibilities
Chief Information Office (CIO)	• Maximizes ISED's business performance through modern and progressive management of IM and IT services, policies, and resources; • Will oversee the authorship of the Department's OGIP; • Will be responsible for the creation and maintenance of the Department's data and information inventories; • Will provide governance, direction and technical support to information owners for the maintenance and release of data to open.canada.ca; • Will lead the Data Management Working Group; • Will coordinate the authorization process for the release of all ISED datasets; • Will act as liaison between TBS and the department for the communication of new Open Government guidelines, standards and communications to ISED staff; • Will coordinate responses to public enquiries on ISED datasets; • **Records Management Services (RMS)** will work with business owners and LAC to effectively manage the lifecycle of the Department's information resources and relax access restrictions to material prior to its transfer to LAC; • The **Library and Knowledge Centre (LKC)** will continue to facilitate the release of the Department's publications in digital format.
ATIP Office	• Will provide advice and guidance on privacy and access to information issues as they pertain to the release of the Department's data and information resources; • Will continue to provide responses to ATI requests and proactive disclosure of completed requests.
Communications Marketing Branch (CMB)	• Will continue in its role as theme lead to coordinate the integration of content from federal websites to the canada.ca website for Business & Industry; Science & Technology; and Money (Consumers) categories; • Will provide advice to the CIO where needed to public enquires on ISED datasets and other publications as they are made available.

Release Process for ISED Data and Information

In order to maximize efficiencies, approvals and quality assurance, ISED has developed a four-step process for the selection, preparation, prioritization and publication of departmental data to the open.canada.ca government portal. The model below captures the activities and identifies the roles and responsibilities of key stakeholders across ISED.

Data and Information Release Process
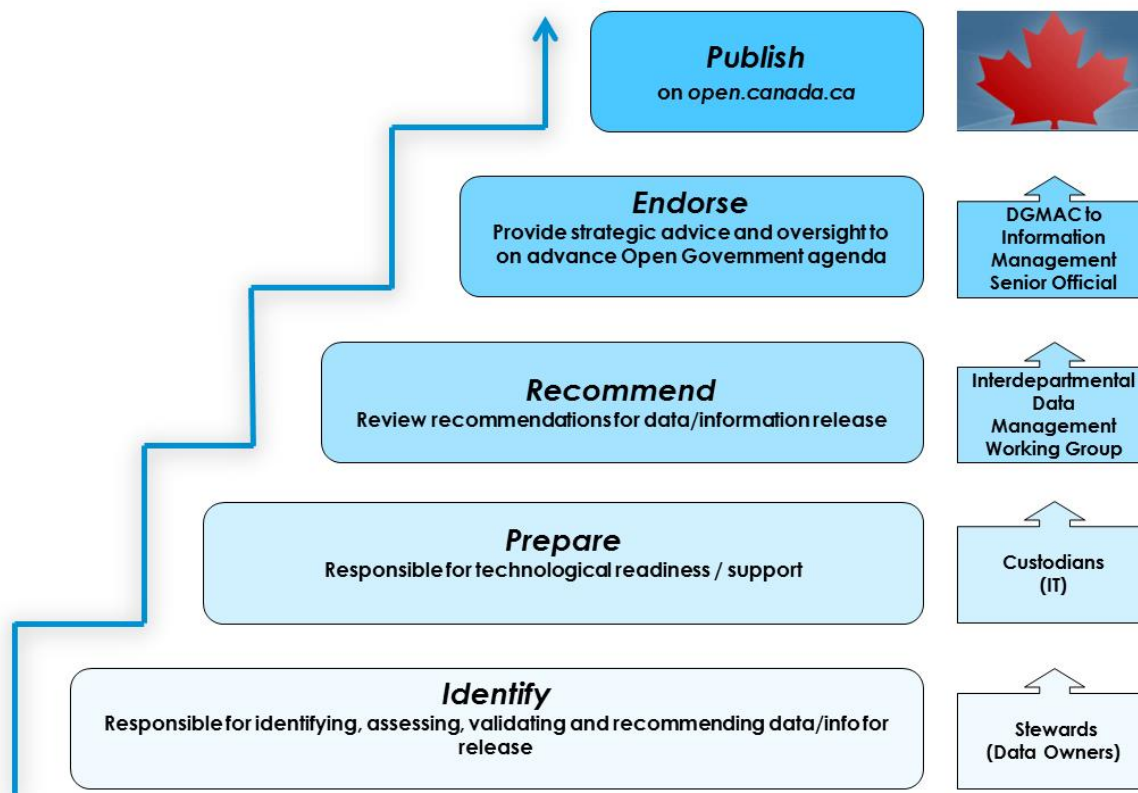
6.3 Communication, Awareness and Engagement

In order to raise awareness of Open Government within the Department, ISED will develop a long-term communication strategy which will not only disseminate key messages and principles of Open Government over the five-year implementation period but will also actively promote fundamental change within ISED's workplace culture.

To begin, ISED will create an inward-facing Open Government intranet page. Accessible to all ISED employees, the site will draw from existing materials but will also feature a frequently-asked-questions (FAQ) section focused on the Open Government initiative. This document will provide references to existing FAQs on authoritative sites as well as context-specific guidance to ISED employees.

Sensitization articles will also be prepared for fall and winter publication in the departmental newsletter. These articles will promote the new Open Government intranet page and provide key points of contact for additional questions or concerns. Furthermore, two updates will be distributed to managers to provide them with the necessary knowledge to disseminate key messages to team members. Finally, using ISED specific communication materials, open registration information sessions on Open Government initiatives will be conducted throughout the Department.

Alongside its internal communication, awareness, and engagement activities, ISED is an active member in the TBS-led Open Government Directive Implementation Working Group. This group acts as a collaborative forum for departments and

agencies to lead the development of tools and resources to support the implementation of the *Directive on Open Government*.

Additionally, ISED has begun participation in the Open Government Communications Network which seeks to enable information sharing and collaboration among GC departments surrounding the implementation of Open Government commitments.

7. Planning Tables

Planning Table A: Directive on Open Government (DOG) Requirements

CIO - Innovation, Science and Economic Development (ISED) Chief Information Office **CMB** - ISED Communications Marketing Branch **ATIP Office** - ISED ATI and Privacy **CMS** - ISED Corporate Management Sector **TBS** - Treasury Board Secretariat **LAC** - Library and Archives Canada	**YEAR ONE** - October 2014 – October 2015 **YEAR TWO** - November 2015 – October 2016 **YEAR THREE** - November 2016 – October 2017 **YEAR FOUR** - November 2017– October 2018 **YEAR FIVE** - November 2018 – March 2020

Reference	Compliance Requirement	Deliverables / Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)[7]	Status[8]
DOG 6.1	Maximizing the release of Government of Canada Open Data (structured data) and Open Information (unstructured documents and multi-media assets) under an open and unrestrictive licence designated by the Treasury Board of Canada Secretariat as outlined in Appendix B of the *Directive on Open Government*.	Innovation, Science and Economic Development's Data Release Plan	CIO	• Develop data inventory template using the *Data Inventory Template* developed by TBS • Perform an analysis on the *Repository Inventory* developed for the *Directive on Recordkeeping* and determine what existing information can be leveraged • Create a draft methodology • Validate the methodology with other related functional specialists • Obtain approval of the methodology from the IMSO	October 2015	October 2016	• 4 Data Owners within SBTMS and SITT sectors (FTEs) • 2 IM specialists (FTEs) • 2 IT specialists (FTEs)	Not started
		Innovation, Science and Economic Development's Information Release Plan	CIO	• Develop information inventory template using the *Information Inventory Template* developed by TBS • Perform an analysis on the *Repository Inventory* and *IRBV Inventory* developed for the *Directive on Recordkeeping* and	October 2015	October 2016	• 2 IM specialists (FTEs)	Not started; awaiting info from TBS

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[7] As forecasted by Innovation, Science and Economic Development October 2015

[8] As reported by Innovation, Science and Economic Development October 2015

Reference	Compliance Requirement	Deliverables / Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)[7]	Status[8]
				determine what existing information can be leveraged • Create a draft methodology • Validate the methodology with other related functional specialists • Obtain approval of the methodology from the IMSO				
DOG 6.2	Ensuring that Open Data and Open Information is released in accessible and reusable formats via Government of Canada websites and services designated by the Treasury Board of Canada Secretariat.	Listing of accessible and reusable formats (for data and information) to be used at Innovation, Science and Economic Development	CIO	• Consult guidelines provided by TBS • Confirm alignment with current ISED formats	October 2014	October 2018	• 2 IT specialists (FTEs)	Open Data Completed; Open Information not started.
		Conversion process(es) for data identified for release whose native format is not accessible and reusable	CIO	• Develop guidelines based on material provided by TBS • Validate guidelines with data owners and IT support staff • Obtain approval of the methodology from the CIO	October 2014	October 2015	• 2 IT specialists (FTEs)	Completed
		Conversion process(es) for information identified for release whose native format is not accessible and reusable	CIO	• Develop guidelines based on material provided by TBS • Validate guidelines with data owners and IT support staff • Obtain approval of the methodology from the CIO	November 2014	October 2016	• 2 IT specialists (FTEs)	Not started; awaiting info from TBS
		Release process to support the publication of Innovation, Science and Economic Development's data	CIO, CMB and ATIP office	• Develop guidelines based on material provided by TBS • Validate guidelines with data owners and IT support staff • Obtain approval of the methodology from the CIO • Publish processes to ensure availability to all staff	October 2014	October 2015	• 2 IM specialists (FTEs) • 2 IT specialists (FTEs)	Completed, ongoing.
		Release process to support the publication of Innovation, Science and Economic Development's information	CIO, CMB and ATIP office	• Develop guidelines based on material provided by TBS • Validate guidelines with data owners and IT support staff • Obtain approval of the	November 2016	October 2017	• 2 IM specialists (FTEs) • 2 IT specialists (FTEs)	Awaiting info from TBS

Reference	Compliance Requirement	Deliverables / Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)[7]	Status[8]
				• methodology from the CIO • Publish processes to ensure availability to all staff				
DOG 6.3	Establishing and maintaining comprehensive inventories of data and information resources of business value held by the department to determine their eligibility and priority, and to plan for their effective release.	Methodology for establishing a data inventory	CIO and program areas	• Develop methodology based on material provided by TBS and consultation with OGDs and data owners • Leverage existing ISED IM/IT consultation processes • Obtain approval of the methodology from ISED governance committees	October 2014	October 2016	• 2 IM specialists (FTEs) • 2 IT specialists (FTEs)	In progress
		Methodology for establishing an information inventory	CIO and program areas	• Develop methodology based on material provided by TBS and consultation with OGDs and information owners • Leverage existing ISED IM/IT consultation processes and GCDOCS functionality • Obtain approval of the methodology from ISED governance committees	November 2016	October 2017	• 2 IM specialists (FTEs) • 2 IT specialists (FTEs)	Not started; awaiting info from TBS
		Data inventory (detailed, itemized list(s) that describe the volume, scope and complexity of the data held by Innovation, Science and Economic Development)	CIO and program areas	• Apply approved methodology and consult and validate with data owners • Leverage existing ISED IM/IT registries and consultation and reporting processes to ensure completeness • Obtain approval from IMSO • Provide completed inventory to TBS	October 2014	October 2016	• 2 IM specialists (FTEs) • 2 IT specialists (FTEs)	Not started
		Information inventory (detailed, itemized list(s) that describe the volume, scope and complexity of the information held by Innovation, Science and Economic Development)	CIO and program areas	• Apply approved methodology and consult and validate with information owners • Leverage existing ISED IM/IT consultation and reporting processes as well GCDOCS functionality where applicable to ensure completeness • Obtain approval from IMSO • Provide completed	November 2016	October 2018	• 2 IM specialists (FTEs) • 2 IT specialists (FTEs)	Not started; awaiting info from TBS

Reference	Compliance Requirement	Deliverables / Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)[7]	Status[8]
		inventory to TBS						
		Renewal process(es) to maintain the currency of Innovation, Science and Economic Development's data inventory	CIO and program areas	• Integrate data inventory updates with existing departmental reporting/validation exercises • Obtain approval from IMSO • Document processes	November 2015	October 2016	• 2 IM specialists (FTEs) • 2 IT specialists (FTEs)	Not started
		Renewal process(es) to maintain the currency of Innovation, Science and Economic Development's information inventory	CIO and program areas	• Integrate information inventory updates with existing departmental reporting/validation exercises • Obtain approval from IMSO • Document processes	November 2016	October 2017	• 2 IM specialists (FTEs) • 2 IT specialists (FTEs)	Not started; awaiting info from TBS
		Assets included in the data inventory are evaluated to determine their eligibility and priority for release	CIO and program areas	• Apply criteria based on TBS guidelines, including eligibility and ISED resources	November 2015	October 2017	• 2 IM specialists (FTEs) • 2 IT specialists (FTEs)	Not started
		Assets included in the information inventory are evaluated to determine their eligibility and priority for release	CIO and program areas	• Apply criteria based on TBS guidelines, including eligibility and ISED resources	November 2016	October 2018	• 2 IM specialists (FTEs) • 2 IT specialists (FTEs)	Not started
DOG 6.4	Developing, posting to the designated website, implementing, and annually updating a departmental Open Government Implementation Plan (OGIP) as outlined in Appendix C of the the *Directive on Open Government*.the Dthe *Directive on Open Government*.	Governance structures are in place to oversee the implementation of Innovation, Science and Economic Development's OGIP	CIO	• Leverage existing ISED governance committees to ensure OGIP implementation • Develop additional working groups where needed	October 2014	October 2016	• 2 IM specialists (FTEs) • 2 IT specialists (FTEs) • 1 senior management (FTE)	In progress
		Innovation, Science and Economic Development's Open Government Implementation Plan (OGIP)	CIO	• Draft ISED OGIP • Validate though peer and management review • Obtain senior management endorsement • Obtain IMSO approval to proceed	October 2014	October 2016	• 1 IM specialist (FTE) • 1 senior management (FTE)	In progress
		Signatures in section 2 (Approvals) of Innovation, Science and Economic Development's OGIP	CIO	• Obtain IMSO and DM signatures	October 2014	October 2015	• 1 senior management (FTE)	In progress
		Innovation, Science and Economic Development's OGIP is staffed and funded	CIO	• Assign resources from CIO data coordination and strategic planning areas	October 2014	October 2015	• 1 IM specialist (FTE) • 1 senior management (FTE)	In progress
		Monitoring and reporting processes for assessing progress and maintaining the currency of the Innovation, Science and Economic	CIO	• Develop monitoring and reporting processes based on guidance provided from TBS • Set clear performance	October 2014	March 2020	• 1 IM specialist (FTE) • 1 senior management (FTE)	Not started

Reference	Compliance Requirement	Deliverables / Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)[7]	Status[8]
		Development's OGIP		targets and assess compliance				
		Innovation, Science and Economic Development's first annual update to the OGIP	CIO	• Use initial OGIP as baseline to assess progress • Report on achievements, new challenges and opportunities • Update planning tables where needed • Validate though peer and management review • Obtain senior management endorsement • Obtain IMSO approval to proceed	November 2015	October 2016	• 1 IM specialist (FTE) • 1 IT specialist (FTE) • 1 senior management (FTE)	Not started
		Innovation, Science and Economic Development's second annual update to the OGIP	CIO	• Use previous OGIP as baseline to assess progress • Report on achievements, new challenges and opportunities • Update planning tables where needed • Validate though peer and management review • Obtain senior management endorsement • Obtain IMSO approval to proceed	November 2016	October 2017	• 1 IM specialist (FTE) • 1 IT specialist (FTE) • 1 senior management (FTE)	Not started
		Innovation, Science and Economic Development's third annual update to the OGIP	CIO	• Use previous OGIP as baseline to assess progress • Report on achievements, new challenges and opportunities • Update planning tables where needed • Validate though peer and management review • Obtain senior management endorsement • Obtain IMSO approval to proceed	November 2017	October 2018	• 1 IM specialist (FTE) • 1 IT specialist (FTE) • 1 senior management (FTE)	Not started
		Innovation, Science and Economic Development's fourth annual update to the OGIP	CIO	• Use previous OGIP as baseline to assess progress • Report on achievements, new challenges and opportunities • Update planning tables where needed	November 2018	March 2020	• 1 IM specialist (FTE) • 1 IT specialist (FTE) • 1 senior management (FTE)	Not started

Reference	Compliance Requirement	Deliverables / Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)[7]	Status[8]
				• Validate though peer and management review • Obtain senior management endorsement • Obtain IMSO approval to proceed				
DOG 6.5	Maximizing the removal of access restrictions on departmental information resources of enduring value prior to transfer to Library and Archives Canada as part of planned disposition activities.	Methodology for the removal of access restrictions from information resources of enduring value prior to their transfer to the LAC	TBS and LAC	• Develop methodology based on guidance provided from TBS and LAC • Set clear performance targets and assess compliance • Work with Records Management Specialists and ATIP Office to validate processes • Obtain IMSO approval • Document processes	November 2015	October 2018	• 2 IM specialists (FTEs) • 1 ATIP specialist (FTE)	Not started; awaiting information from TBS and LAC
		Methodology for the removal of access restrictions from information resources of enduring value prior to their transfer to the LAC is integrated into Innovation, Science and Economic Development's disposition plans and procedures		• Develop methodology based on guidance provided from TBS and LAC • Set clear performance targets and assess compliance • Work with Records Management Specialists and information owners to validate processes • Obtain IMSO approval • Document processes	November 2015	October 2018	• 2 IM specialists (FTEs) • 1 ATIP specialist (FTE)	Not started; awaiting information from TBS and LAC
DOG 6.6	Ensuring that Open Government requirements in sections 6.1 to 6.5 of this directive are integrated in any new plans for procuring, developing, or modernizing departmental information applications, systems, or solutions in support of the delivery of programs and services.	Governance structures are in place to ensure that the requirements of the Directive on Open Government are integrated into any new plans for procuring, developing, or modernizing departmental information applications, systems, or solutions.	CIO, CMS and program areas	• Leverage existing planning and governance structures • Ensure TBS guidelines are understood and integrated • Engage Account Managers, business owners and IM/IT specialists to provide additional advice for approval where needed	November 2015	October 2018	• 1 IM specialist (FTE) • 1 IT specialist (FTE) • 1 procurement specialist (FTE) • 1 senior management (FTE)	Not started
		Directive on Open Government requirements are integrated into Innovation, Science and Economic Development's procurement process(es) for information applications, systems, and solutions.	CIO, CMS and program areas	• Engage Account Managers, procurement staff, business owners and IM/IT specialists in all procurement processes • Ensure clear, practical requirements are	November 2015	October 2018	• 1 IM specialist (FTE) • 1 IT specialist (FTE) • 1 procurement specialist (FTE) • 1 senior management (FTE)	Not started

Reference	Compliance Requirement	Deliverables / Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)[7]	Status[8]
				integrated into all processes				
		Directive on Open Government requirements are integrated into Innovation, Science and Economic Development's development process(es) for information applications, systems, and solutions.	CIO, CMS and program areas	• Engage Account Managers, procurement staff, business owners and IM/IT specialists in all procurement processes • Ensure clear, practical requirements are integrated into all processes	November 2015	October 2018	• 1 IM specialist (FTE) • 1 IT specialist (FTE) • 1 procurement specialist (FTE) • 1 senior management (FTE)	Not started
		Directive on Open Government requirements are integrated into Innovation, Science and Economic Development's modernizing process(es) for information applications, systems, and solutions	CIO, CMS and program areas	• Engage Account Managers, procurement staff, business owners and IM/IT specialists in all procurement processes • Ensure clear, practical requirements are integrated into all processes	November 2015	October 2018	• 1 IM specialist (FTE) • 1 IT specialist (FTE) • 1 procurement specialist (FTE) • 1 senior management (FTE)	Not started
DOG 7.1	Departmental information management senior officials, as designated by the deputy heads, are responsible for the following: •Overseeing the implementation and monitoring of this directive in their department; •Working with key stakeholders, including heads of communications, chief information officers (CIOs), departmental security officers (DSOs), data owners, functional specialists, and access to information and privacy coordinators to ensure the implementation of this directive; •Bringing to the deputy head's attention any significant difficulties, gaps in performance or compliance issues, and developing proposals to address them; •Ensuring that corrective	Performance framework for the monitoring of Innovation, Science and Economic Development's progress against the activities and deliverables / milestones in the OGIP	CIO	• Develop methodology based on guidance provided from TBS • Set clear targets and measureable objectives • Clearly define risks and repercussions of non-compliance • Integrate performance framework into existing ISED processes	October 2014	October 2016	• 1 IM specialist (FTE) • 1 IT specialist (FTE) • 1 senior management (FTE)	Not started
		Progress against the activities and deliverables / milestones in the OGIP is regularly reported to the governance structures in place to oversee the implementation	CIO	• Develop methodology based on guidance provided from TBS • Set clear targets and measureable objectives • Integrate reporting into existing ISED processes	November 2015	March 2020	• 1 IM specialist (FTE) • 1 IT specialist (FTE) • 1 senior management (FTE)	Not started
		Performance framework for the monitoring of Innovation, Science and Economic Development's ongoing compliance to the requirements of the Directive	CIO	• Develop methodology based on guidance provided from TBS • Set clear targets and measureable objectives • Clearly define risks and repercussions of non-compliance • Integrate performance reports to existing governance reporting processes	October 2014	October 2016	• 1 IM specialist (FTE) • 1 IT specialist (FTE) • 1 senior management (FTE)	Not started
		Process to ensure significant difficulties, gaps in performance, or compliance	CIO	• Develop methodology based on guidance provided from TBS	October 2014	October 2016	• 1 IM specialist (FTE) • 1 IT specialist (FTE) • 1 senior	Not started

Reference	Compliance Requirement	Deliverables / Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)[7]	Status[8]
	actions are taken to address instances of non-compliance. Corrective actions can include additional training, changes to procedures and systems, and other measures as appropriate; and • Reporting any performance or compliance issues to the Chief Information Officer Branch of the Treasury Board of Canada Secretariat.	issues are reported to the Deputy Head (DH)		• Set clear targets and measureable objectives • Clearly define risks and repercussions of non-compliance • Integrate compliance reporting with standard DH updates • Assess and update progress where required • Report issues to TBS where needed			management (FTE)	

Annex A – Acronyms and Key Open Government Action Plan 2.0 Terms

ADM	Associate Deputy Minister
ATIP	Access to Information and Privacy
ATIP Office	Access to Information and Privacy (Innovation, Science and Economic Development)
BDC	Business Development Bank of Canada
Big Data	A broad term for data sets so large or complex that traditional data processing applications are inadequate
BP2020	Blueprint 2020
CB	Copyright Board
CIHR	Canadian Institutes of Health Research
CIO	Chief Information Office (Innovation, Science and Economic Development)
CIO MC	Chief Information Office Management Committee (Innovation, Science and Economic Development)
CIPO	Canadian Intellectual Property Office (Innovation, Science and Economic Development)
CMB	Communications Marketing Branch (Innovation, Science and Economic Development)
CMS	Corporate Management Sector (Innovation, Science and Economic Development)
CODE	Canadian Open Data Experience
CRA	Canada Revenue Agency
CRC	Communications Research Centre (Innovation, Science and Economic Development)
CSA	Canadian Space Agency
Data / Dataset	Reinterpretable representations of information in a formalized manner suitable for communication, interpretation, or processing
Data Custodian	Responsible for the safe custody, transport, storage of the data and implementation of business rules, including technical environment and database structure
Data Steward	Responsible for data content, context, and associated business rules (what is stored in a data field)
DC	Destination Canada (formerly known as the Canadian Tourism Commission)
DGMAC	Director General Management Advisory Committee (Innovation, Science and Economic Development)
DGPC	Director General Policy Committee (Innovation, Science and Economic Development)
DH	Deputy Head
DM	Deputy Minister

DMC	Departmental Management Committee (Innovation, Science and Economic Development)
DMWG	Data Management Working Group (Innovation, Science and Economic Development)
DOG	Directive on Open Government
DSO	Department Security Officers
ECC	Environment and Climate Change Canada
EWDL	Employment, Workforce Development and Labour Canada
FedDev	Federal Economic Development Agency for Southern Ontario
GC	Government of Canada
IG	Information Governance
IM	Information Management
IMSO	Information Management Senior Official
ISED	Innovation, Science and Economic Development Canada
IT	Information Technology
LAC	Library and Archives Canada
LKC	Library and Knowledge Centre (Innovation, Science and Economic Development)
Machine readable	In a form that can be used and understood by a computer[9]
Master Data	Common data that is used repeatedly by various business units across an organization
MDM	Master Data Management; the technology, tools, processes, and people required to create and maintain consistent and accurate Master Data
NCR	National Capital Region
NRC	National Research Council of Canada
NSERC	Natural Sciences and Engineering Research Council Canada
ODX	Canadian Open Data Exchange
OGIP	Open Government Implementation Plan
Open Dialogue	The opportunity for all Canadians to weigh in and help guide the Government of Canada's efforts towards increased transparency, public engagement and improved access, giving Canadians a stronger say in Government policies and priorities and expanding engagement through Web 2.0 technologies
Open Data	Defined as structured data that is machine
Open Government	A governing culture that holds that the public has the right to access the documents and proceedings of government to allow for greater openness, accountability, and engagement

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[9] http://open.canada.ca/en/open-data-principles

Open Information	About proactively releasing information, including on Government activities, to Canadians on an ongoing basis; it is about proactively making Government information easier to find and accessible for Canadians and refers to unstructured information such as reports, presentations, and other material created using office applications
PCO	Privy Council Office
PWGSC	Public Works and Government Services Canada
R&D	Research and Development
RCT	Registry of the Competition Tribunal
SBDAs	Science-based Departments and Agencies
SBTMS	Small Business, Tourism and Marketplace Services (Innovation, Science and Economic Development)
SCC	Standards Council of Canada
SIS	Science and Innovation Sector (Innovation, Science and Economic Development)
SITT	Spectrum, Information Technologies and Telecommunications (Innovation, Science and Economic Development)
SME	Subject Matter Expert
SPS	Strategic Policy Sector (Innovation, Science and Economic Development)
SSC	Shared Services Canada
SSHRC	Social Sciences and Humanities Research Council of Canada
StatCan	Statistics Canada
Structured information	Digital information residing in fixed fields within a repository; often referred to as a dataset
TBS	Treasury Board Secretariat
TDR	Trusted Digital Repository
Unstructured information	Digital information that is often created in free-form text using common desktop applications such as e-mail, word-processing, or presentation applications

Annex B – High Interest ISED Datasets as Identified by TBS

Dataset[10]	Description
Bankruptcy and Insolvency Records	The Bankruptcy and Insolvency Records Search database contains: • basic debtor information of all bankruptcies and proposals registered in Canada since 1978 • all receiverships registered with our office since January 1993 • all petitions recorded at our office; and • all companies that have been granted protection under the Companies´ Creditors Arrangement Act (CCAA) since September 18, 2009. https://www.ic.gc.ca/app/scr/bsf-osb/ins/login.html
Canadian Amateur Radio Call Sign Database	The database is available online already, so could be reformatted and added to the catalogue. It is searchable via a number of sites (http://wp.rac.ca/) but the actual authority is ISED: http://apc-cap.ic.gc.ca/pls/apc_anon/query_amat_cs$.startup
Radio License Information	Federal government institution that publishes the dataset: Innovation, Science and Economic Development Description of the dataset asked to be made available: All radio license information once available through the TAFL website (http://spectrum.ic.gc.ca/tafl/taflindex.html) that is transitioned to the new Spectrum Management System. Additional Comments and Feedback: ISED has made all radio license information available through its TAFL website (http://spectrum.ic.gc.ca/tafl/taflindex.html) and on the Open Data Portal (tag: TAFL). However, it is migrating to a new Spectrum Management System and similar downloads are not available. Microwave licenses have already moved and spectrum licenses are next to move. Eventually all licenses will move into the new system. Not having downloads out of the new system is actually a step backwards in terms of Open Data from ISED. Ideally, the data would be updated daily and provided in a more robust data format than the current tab-delimited format.
Canadian Patent Database	CIPO's Canadian Patent Database. This database lets users access 93 years of patent descriptions and images through searching, retrieving and studying more than 2,140,000 patent documents.
Canadian Trade-marks Database	CIPO's Canadian Trade-marks Database. This database enables users to search trade-mark information.

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[10] As gathered from http://open.canada.ca/en/suggested-datasets

Co-operative Administrative and Statistical System (CASS)	SPS database that includes data on non-financial co-operatives collected as part of ISED's annual *Survey of Canadian Co-operatives*. The dataset includes financial and general data (e.g. revenues, assets, employees, memberships, volunteers).
Inspection Results by Marketplace Sector	Aggregated results of inspections performed in the retail petroleum and retail food sectors nation-wide and by province.
Federal Corporations	Dataset provided to date is missing names of company Directors; under review by the Department and TBS.
Federally Regulated Businesses	While this dataset does not currently exist as a single source, a request has been made to create one including legal name, business or trade name, Industry classification, address and any other contact information that is available for federally regulated businesses.