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Canada

CANADA'S ACTION PLAN ON OPEN GOVERNMENT

2014-2016

End-of-Term Self-Assessment Report

January 2017

Contents

Canada's Action Plan on Open Government 2014-2016

End-of-Term Self-Assessment Report (January 2017)

1. Introduction and Background

This report offers a self-assessment of progress on Canada's Action Plan on Open Government 2014-16, Canada's second open government plan to the Open Government Partnership (OGP). The plan sought to advance a series of commitments to help modernize how Government operates to reflect the evolving values and expectations of Canadians.

Canada's 2014-16 Plan was launched on July 1, 2014. It was built around three streams of activity to structure our work:

1. **Open data** – making raw data available in machine-ready formats to be used by Canadians;
2. **Open information** – proactively releasing information on Government activities, and making it more accessible; and
3. **Open dialogue** – providing the opportunity for two-way dialogue with the Government of Canada and its citizens on the development and delivery of policies and priorities.

The plan highlighted twelve commitments with deliverables and activities designed to increase transparency, civic participation, public accountability and access to new technologies for openness. The commitments focused on improvements in the OGP Grand Challenge areas of: improving public services; increasing public integrity; more effectively managing public resources; and, increasing corporate accountability.

This first End-of-term Self-assessment report is part of Canada's commitment to the OGP. It outlines the implementation process for the completed 2014-16 Plan and summarizes progress achieved and lessons learned with regards to Canada's objectives for 2014-2016.

2. Action Plan Process

In developing the 2014-16 Plan, Canada sought to apply lessons learned during implementation of the first two-year plan in an effort to ensure that the plan reflected Canadians' concerns and priorities.

In 2014, Canadians, civil society organizations, government departments and agencies, academics, and the private sector across the country were invited to participate in online and in-person consultation events to explore potential open government activities, refine them into a set of commitments, and define concrete actions for each. The action plan was posted online for public review and comment. All the feedback received from online comments or in-person sessions was compiled into a "What We Heard" summary report published in November 2014.

Canada's open government platform, Open.Canada.ca, was an important tool in developing and delivering the 2014-16 Plan. It served to disseminate information and collect views, opinions and priorities from citizens and civil society, and to encourage continuous conversations on topics of interest to Canadian stakeholders. Canada regularly sought and received input from the public and from civil society, academic, and private sector experts on the development and delivery of past and present open government action plans.

The Open Government team learned numerous important lessons in delivering the 2014-16 Plan. For example, it became clear that citizens feel strongly that broad public engagement must be an essential component of open government, both in developing and implementing initiatives. We determined that engagement works best when we ask questions that help us define problems, not just consult on solutions to pre-selected issues. We learned that for government departments to put open government policies and practices in place, clear and consistent guidance and standards are required. We discovered that limited financial and human resources sometimes constrained the team's ability to deliver fully on all commitments. Finally, we learned that the amount of cultural and process transformation needed within the Government of Canada's working environment is greater than originally thought.

Integrating all these lessons has been challenging. For example, the broad commitment to meaningfully engage citizens on all elements of developing and implementing open government commitments requires more effort than was able to be provided in delivering on the 2014-16 Plan. However, these lessons have informed our current 2016-2018 Plan and additional resources are being allocated to support the Government's ambitions.

This report reflects the Government of Canada's assessment of progress in delivering our action plan commitments. A draft of Canada's self-assessment was shared online for public review, comments, and input over a two-week period. Invitations to review were sent from the Government of Canada's Open Government Secretariat mailing list, and civil society stakeholders were directly invited to share their views on Canada's progress over the two-year timeframe. Additional feedback on the Government's continuing work to become more transparent and accountable is always welcome via the Open.Canada.ca site.

3. Independent Reporting Mechanism Recommendations

With the 2014-16 Plan, the Government of Canada looked to address many of the recommendations made by the OGP's Independent Reporting Mechanism (IRM) researcher regarding the development and delivery of the 2012-14 Plan. In creating commitments that were more specific and ambitious than in the past, Canada was better able to engage interested stakeholders in productive dialogue, as well as to measure progress more effectively. Expanding open government initiatives beyond open data allowed Canada to make more

information of interest available to citizens, including providing single window access to information that is proactively disclosed by departments and agencies*.*

The Open Government team also responded to IRM recommendations by committing to improved public consultation and citizen engagement. In doing so, we shared our progress on specific commitments with more than just government entities. For example, we engaged with provincial, territorial, and municipal governments as co-chair of the Open Data Canada Working Group. In April 2016, open government leaders from governments across Canada met in Saint John, New Brunswick to discuss future priorities for open data in Canada. We also engaged with Canadian and foreign stakeholders on aid transparency, a measure that was part of our open data core commitment, during extensive consultations that took place on Canada's International Assistance Review over spring and summer 2016.

We also recognized the opportunity to modernize elements of our legislative framework. In March 2016, the Government announced that it would take a two-step approach to revitalize access to information: first, it will move forward in the near term on concrete proposals to improve the Act, followed by a full review of the Act in 2018. To make early progress on its plans, in May 2016, the President of the Treasury Board issued an *Interim Directive on the Administration of the Access to Information Act*. The Directive directs federal officials to take into account the purpose of the Act – strengthening the accountability of government to its citizens – when administering the Act; to waive all access to information fees apart from the $5 filing fee; and to release information in user friendly formats whenever possible. The Interim Directive sends a strong message across federal institutions that government information belongs to the people it serves and should be open by default.

In May and June 2016, we consulted Canadians and stakeholders on how best to implement initial proposals to revitalize access to information. Feedback from Canadians and stakeholders will be helpful to the upcoming reforms of the Act. The Government has committed to bring forward changes to improve access to information in early 2017.

Finally, consistent with IRM recommendations, the Open Government team increased our ambition to help lead a progressive shift to government that is open by default. The Government of Canada extended efforts beyond the Open Government team in support of this process, committing to improvements across a broad mix of departments in the areas of transparency, accountability, and responsiveness.

4. Implementation of Action Plan Commitments

Commitment Summary

This table provides a summary of the status of Canada's implementation of its 2014-16 Plan commitments as of June 30, 2016. Detailed information on the status of each commitment is provided below.

Action Plan Commitment	Overall Status
FOUNDATIONAL COMMITMENTS	
1. Directive on Open Government	Substantial
OPEN DATA COMMITMENTS	
2. Open Data Canada	Incomplete
3. Canadian Open Data Exchange (ODX)	Substantial
4. Open Data for Development (OD4D)	Complete
5. Open Data Core Commitment	Complete
OPEN INFORMATION COMMITMENTS	
6. Open Science	Substantial
7. Mandatory Reporting on Extractives	Substantial
8. Open Contracting	Substantial
9. Open Information on Budgets and Expenditures	Substantial
10. Digital Literacy	Substantial
11. Open Information Core Commitment	Substantial
OPEN DIALOGUE COMMITMENTS	
12. Consulting with Canadians	Incomplete

Commitment 1: Directive on Open Government

Overall Status: Substantial

Description: Issue mandatory policy requiring federal government departments and agencies to maximize the release of data and information of business value subject to applicable restrictions related to privacy, confidentiality, and security. Eligible data and information will be released in standardized, open formats, free of charge, and without restrictions on reuse.
Lead Department: Treasury Board of Canada Secretariat (TBS)
Other Actors Involved: Federal departments and agencies
Open Government Stream: Foundational
Reporting Period: End-of-term (July 1, 2014 to June 30, 2016)

Deliverables

a. Issue a new *Directive on Open Government* to require federal departments and agencies to maximize the release of eligible government data and information.
b. Require federal departments and agencies to publish Open Government Implementation Plans.
c. Establish tools and guidance for the publication of departmental data inventories.

Description of Final Results

a. The Treasury Board of Canada Secretariat (TBS) issued its new *Directive on Open Government* on October 9, 2014.
b. The Directive that was developed requires federal departments to publish an Open Government Implementation Plan (OGIP) that describes the planned activities to meet the requirements of the Directive, including the development of data and information inventories. A total of 56 OGIPs were submitted to TBS and are being reviewed with the aim of publishing them as soon as possible.
c. Tools and guidance to support the implementation of Directive requirements by departments and agencies across government are developed on an ongoing basis to support the phased implementation including the departmental data inventories, the year-2 deliverable.

Lessons Learned

a. The *Directive on Open Government* was well received by Canadian stakeholders as a demonstration of Canada's commitment to sharing more data and information.
b. Developing departmental OGIPs was a useful and productive exercise for the Government of Canada. They were a much-needed first step and have helped departments organize and allocate resources and prioritize activities. A key lesson from the OGIP process has been the necessity to limit the burden for departments by focusing on key information required by developing accessible templates to facilitate the release of the Plans. As the Government of Canada has now launched its new Biennial Action Plan (2016-18) which outlines a broader and more ambitious vision, we will be revisiting these plans and accelerating timelines, focus and reporting requirements where required to better reflect this new vision.

c. The *Data Inventory Template* and accompanying *Guidance on Completing the Data Inventory* have proved supportive for departments in the completion of their data inventories. Tools and resources were co-created by an interdepartmental task team of volunteers, demonstrating the value in this approach. Finally, ongoing communication through multiple channels including TBS Information Management analyst engagement, the interdepartmental working group on open government, and a targeted workshop have been useful in addressing questions and sharing best practices.

Completion Level

a. Complete
b. Substantial: Rolled-over in 2016-18 Plan
c. Complete

Additional Deliverables Beyond the Action Plan

To support the completion of the above mentioned deliverables, TBS has established an interdepartmental implementation working group. This working group has developed a comprehensive list of tools and resources to be developed that will help departments effectively implement the Directive. This prioritized list includes templates for the OGIP and departmental inventories as well as:

- OG Directive communication package for internal use in departments; and
- Retention and disposition guidance.

Relevance

Supports the principles of transparency and accountability and is targeted at helping address the OGP Grand Challenge of improving public services, and increasing public integrity by establishing government-wide policy direction for the proactive release of data and information that is open by default.

Ambition

The Directive makes "Open by Default" the standard for the Government of Canada through a mandatory policy instrument.

Commitment 2: Open Data Canada

Overall Status: Incomplete

Description: Work with provinces, territories, and municipalities to break down barriers to integrated, pan-Canadian open data services through the establishment of common principles, standards, and licensing across all levels of government.
Lead Department: Treasury Board of Canada Secretariat (TBS)
Other Actors Involved: Provinces and Territories
Open Government Stream: Open Data
Reporting Period: End-of-term (July 1, 2014 to June 30, 2016)

Deliverables

a. Establish common open data principles for adoption by governments across Canada.
b. Facilitate adoption of common or compatible open government licence.
c. Establish or identify common open data standards (e.g., metadata, data formats).
d. Develop a federated open data search service.
e. Expand and deliver a national appathon event – the Canadian Open Data Experience (CODE) - to promote reuse of multi-jurisdictional data.

Description of Final Results

a. With feedback from members of the Open Data Canada (ODC) Subcommittee, Canada and international partners led the development of an international Open Data Charter that was announced in May 2015 that can align open data approaches across all levels of government.
b. All active open data provinces and several municipalities have adopted licences that are compatible with Canada's Open Government Licence. Work is ongoing to draft implementation resources for the Open Government Licence to support all governments wishing to implement the licence in their jurisdiction.
c. A draft Open Government Common Core Metadata Element Set has been developed by the Government of Canada. In addition, a metadata mapping exercise has been completed across 5 provinces and shared with members of the ODC Sub-committee in June 2015.
d. All active open data provinces have expressed an interest in participating in the federation of open data. The Government of Canada is currently working with the Government of Alberta to develop clear guidance and governance for a pilot federated search feature, to be launched as part of Canada's Third Biennial Plan to the OGP.
e. In February 2015 the Government of Canada and XMG hosted the second edition of the CODE. Over 1,300 participants from across Canada took part, submitting approximately 125 apps. TBS is currently working with partners inside and outside government to identify additional opportunities for events supporting the innovative reuse of open government data.

Lessons Learned

a. Sustained efforts are needed to secure adoption of Open Data Charter principles by governments in Canada. The development of the principles has been a significant step forward, and widespread adoption is the next challenge.
b. Consistent and compatible licensing is essential to supporting open data across Canada. Further work is required to provide implementation guidance for the Open Government Licence.
c. Much of the practical work on open data, including open data standards, continues to focus on bilateral or small multilateral initiatives. At the pan-Canadian level, governments have engaged on open data standardization, but discussions have not yet translated into pan-Canadian data standards. There may also be opportunities for the federal government to collaborate more closely with Indigenous peoples on open data. Further work is required, including raising awareness of existing data standards and those under development.
d. Development of a federated search capability will require more technical collaboration between participating governments. While an initial pilot should serve as an effective model for future launch of a nation-wide federated search capability, the work will require significant effort on the part of participating governments to resolve privacy, security, and technical issues.

e. CODE has provided an excellent opportunity for developers to showcase their talents while also showcasing the enormous potential value of open government data. In future, consideration should be given to potential open data engagement activities that allow developers to tackle particular policy challenges or problems facing Canadians.

Completion Level

a. Complete
b. Substantial
c. Limited: Rolled-over in 2016-18 Plan
d. Limited: Rolled-over in 2016-18 Plan
e. Complete

Additional Deliverables Beyond the Action Plan

Conducted a pan-Canadian survey of all provincial and territorial members of the ODC Sub-committee to obtain and document information on best practices, challenges, opportunities and lessons learned on Open Data.

Thirteen out of 14 responses were obtained. Combined results and findings were shared with ODC Subcommittee members, and a discussion on possible follow-up was held. Responses were also used to inform a blog post published on Open.Canada.ca.

Relevance

Supports the principles of transparency and civic participation, and helps address the OGP Grand Challenge of improving public services by establishing common principles, standards, and good practices to enable and encourage Canadians to access consistent, interoperable data from governments across Canada.

Ambition

Develops common principles and standards for the release of open data across all levels of government in Canada.

Commitment 3: Canadian Open Data Exchange (ODX)

Overall Status: Substantial

Description: Establish an open data institute to support collaboration with the private sector, civil society, academia, and other levels of government to promote the commercialization of open data.
Lead Department: Federal Economic Development Agency for Southern Ontario (FedDev Ontario)
Other Actors Involved: Communitech, Canadian Digital Media Network, Open Text, Desire2Learn, University of Waterloo
Open Government Stream: Open Data
Reporting Period: End-of-term (July 1, 2014 to June 30, 2016)

Deliverables

Establish the Open Data Exchange (ODX) as a national marketplace for open data to undertake the following:

      i.   Developing new tools and applications that use government data;
     ii.   Establishing a framework for open data standards;
    iii.   Consulting with industry champions on demonstration projects for the commercialization of open data in priority sectors;
    iv.   Launching a national outreach program;
     v.   Incubating new data-driven companies.

Description of Final Results

In May 2015, Canada [announced funding for Communitech Corporation to establish the Open Data Exchange (ODX)](#), located in Waterloo, Ontario.

i.   ODX has:
- Established a mentorship and concierge service to work directly with companies to help them either gain access to open data or architect systems to process open data;
- Run workshops to improve participants' open data and analytical skills; and
- Developed the [ODX Ventures](#) program that will provide assistance to companies on a project-by-project basis to build open data powered products and services.

ii.   Open data standards remain a challenge with data providers and data users. As such, ODX has been developing a stronger working relationship with data providers at all levels of government and advocating working towards, at minimum, common file formats to ease ingestion of data from different government sources. As market sectors mature, ODX anticipates that open data standards will emerge to fit the needs of the applications as is already evident with environmental and geospatial data. In the interim, ODX will continue to work with its partner, ThinkData Works, to allow companies to access open data sources through a common application programming interface (API).

iii.   ODX has convened an Advisory Board, that is predominantly private sector-led, to provide input into ODX strategy and to advise on trends and opportunities in open data. ODX has also launched the first two of three planned demonstration projects. The first project focuses on the digitization of provincial education standards, with D2L as the private sector lead. The second is working with the City of Guelph on an open data challenge to engage the private sector to create solutions to civic challenges such as energy efficiency, water quality, and improved management of parking resources. The latter has garnered much attention from other municipalities across Canada and ODX is evaluating the opportunity to productize the offering.

iv.   ODX has launched its national outreach program, which includes several initiatives to connect with creators of and users of open data across the country, including:

- Launching the Open Data 150 (OD150) project, to identify companies using open data and how they have integrated open data into their business models. Moreover, ODX will use the OD150 to connect companies to market opportunities, an instance of which has already come to fruition with the second demonstration project involving the City of Guelph Civic Challenge;
- Partnering on the Open Cities Index, which ranks cities on their degree of openness, and,
- Launching the ODX Connect program in partnership with the Canadian Digital Media Network to help open data enabled companies go global by helping them enter new markets.

v. Given the early nature of the open data ecosystem in Canada, ODX spent its first year laying the necessary groundwork to support open-data start-ups. Formalized collaboration agreements founding partners and several third party partners are in place to launch projects or provide access to value add resources for new companies. As an example, ThinkData Works provides the open data search functionality on the ODX website.

ODX has connected with many companies through its concierge/mentor program, the OD150, demonstration projects and skills development programming. In an effort to further accelerate the creation and evolution of open data driven business models, ODX is further engaging with companies via the ODX Connect program. Through these programs, ODX has been incubating companies over the majority of its first year of existence. As these programs mature, there will be an opportunity to dig deeper into open data market needs and work with even more companies.

Lessons Learned

Canada's Open Data Exchange was funded through the 2014 federal budget and was launched in May 2015 as a three-year initiative. One year into its mandate, substantial progress has been made and ODX is on track to deliver against its stated goals at the end of the three-year mandate.

Time is required to build capacity to close the gap between the data providers and the data users, develop collaborations and partnerships, and undertake promotional activities outside and within Canada.

Completion Level

Substantial: Rolled over in 2016-18 Plan

Relevance: Supports the principles of civic participation and increasing access to new technologies for openness and accountability. Activities are targeted at helping address the OGP Grand Challenge of improving public services by promoting collaboration among various sectors to demonstrate and catalyze the effective use of open data to meet socio-economic objectives.

Ambition: Creates a platform and toolsets to help the private sector use government data to launch new products and create new companies to spur economic growth and create new jobs.

Commitment 4: Open Data for Development (OD4D)

Overall Status: Complete

Description: Work together with developing countries to harness the potential of open data to enhance accountability, create new solutions for delivery of public services, and create new economic opportunities around the world.
Lead Department: International Development Research Centre (IDRC)
Other Actors Involved: Governments in developing countries, OD4D grant recipients
Open Government Stream: Open Data
Reporting Period: End-of-term (July 1, 2014 to June 30, 2016)

Deliverables

a. Build the capacity of the open data initiatives in Latin America, the Caribbean, Africa, and Asia, and establish important partnerships with the open data movement in Canada:
   - Support developing countries as they plan and execute national open data initiatives;
   - Develop international data standards and solution-driven networks that can help to bring about social and economic innovation;
   - Measure and evaluate the relationship between open data initiatives and socioeconomic development, informing the quality and reach of future open data initiatives.
b. Host an International Open Data Conference in 2015 to bring together experts from around the world to share knowledge and experience to strengthen international collaboration on open government issues.

Description of Final Results

a. The OD4D Network has significantly expanded due to enhanced capacity and resources, and will continue to grow past into the next action plan cycle. As was reported in the last update, four hubs are in full operation, including the Latin America Open Data Initiative (ILDA), Open Data in East Europe and Central Asia (ODECA), the Caribbean Open Institute (COI), and the Open Data Lab Jakarta in Asia. Building on existing open data work in Africa, plans are underway to launch the African Open Data hub for October 2016. The OD4D Network has provided technical support to at least 7 countries, including Burkina Faso, Tanzania, Peru and Jamaica.

   Funds provided under the OD4D initiative have also supported a number of additional activities around the world, including:

   - Launch of the 3rd edition of the Open Data Barometer in March 2016;
   - Consulting on and supporting the development of the Open Data Charter;
   - Creation of a Leaders Network of Open Data Advocates to support the development and implementation of open data policies;

- Development of 7 studies on good practices and support for open data applications in health, agriculture, cities, parliaments and education;
- Continued Development of the Open Data Impact Map, a database with more than 2000 uses of open data;
- OD4D is also supporting the development of international standards for open data, and is funding the development of "sector packages" for the International Open Data Charter.

OD4D made some inroads into connecting with various Canadian open data communities at the International Open Data Conference, at the 2016 Open Data Day and at other initiatives across the country. OD4D has supported research from OpenNorth and other organizations.

b. Canada hosted the 3rd International Open Data Conference in Ottawa, Ontario on May 28-29, 2015.
- The 2015 IODC was a truly global event with over 1,000 participants from 56 countries, 58 panels and workshops, ten parallel tracks, over 200 speakers, and more than 15 pre- and post-conference events over 9 days.
- A number of key outcomes were realized through IODC 2015, including the launch of consultations on an International Open Data Charter which is a set of foundational principles for open data policies.

The conference outcome document outlines the International Open Data Roadmap, which provides lines of international collaboration until IODC 2016.

Lessons Learned

a. Successful capacity building in open data takes time. In regions where OD4D have been operating for longer periods, such as Latin America, significant strides have been made in terms of implementing open data initiatives, and realizing the benefit of those initiatives for socioeconomic development (as measured by the Open Data Barometer) and in creating successful innovations.

Issues with capacity can slow down planned initiatives – for example, limited partner capacity delayed the implementation of the planned African Open Data hub for nearly a year. The hub, which will build on the prior activities conducted in Africa, will help to better coordinate funding and ensure support for both governments and civil society in creating and using open data.

Focusing on enabling the use of open data in sectoral initiatives and innovations (and their enabling environments) can help to realize significant socio-economic development. However, high level open data initiatives remain a crucial part of the implementation process.

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. Beyond 2016, OD4D hopes to ensure that benchmarking activities such as the Open Data Barometer and Open Data Impact map can cross-reference to create a fuller picture of supply and demand for open data initiatives.

Sustainable funding for open data initiatives is crucial to ensure the ongoing impact of open data.

b. OD4D is implementing lessons learned in the development of IODC 2016 in Madrid as OD4D was made a permanent co-host, a decision that recognizes the important contributions of the Government of Canada to the open data agendas.

Completion Level

a. Complete
b. Complete

Additional Deliverables Beyond the Action Plan

The World Bank and Global Affairs Canada have also invested resources and funding into the OD4D program, helping to expand the technical assistance, scale up of global applications and the coordination among open data standard groups.

OD4D supported the development of the African Data Consensus, a product of the High Level Conference on the Data Revolution in Addis Ababa, Ethiopia in March 2015. OD4D is supporting the International Open Data Charter initiative, focusing particularly on the development of the Resource Centre and the coordination with the OD4D initiatives in the regions.

Relevance

Supports the principles of transparency and civic participation, and is targeted at helping address the OGP Grand Challenges of improving public services, increasing public integrity, and increasing corporate accountability by establishing a broader knowledge base for the benefits of open data and supporting implementation of open data initiatives in developing countries around the world.

Ambition

Supports the global and regional efforts of governments, civil society organizations, and entrepreneurs harnessing open data to achieve development outcomes, and enriches the international sharing of open data solutions and best practices.

Commitment 5: Open Data Core Commitment

Overall Status: Complete

Description: Continue to unlock the potential of open data through a series of innovative and forward-looking projects that drive government-wide progress on open data and prioritize easy access to high-value federal data.
Lead Department: Treasury Board of Canada Secretariat (TBS)
Other Actors Involved: Federal departments and agencies
Open Government Stream: Open Data
Reporting Period: End-of-term (July 1, 2014 to June 30, 2016)

Deliverables

a. Continue to prioritize and expand the release of high-quality open data from federal departments and agencies under a single Open Government Licence.
b. Complete public consultations with Canadians and civil society organizations in support of the prioritization of open data releases.
c. Launch a new government-wide open government portal (Open.Canada.ca) with expanded open data services
   - Interactive, thematic open data communities and enhanced consultation functionality and online forums;
   - Directory of open data services across Canada;
   - Expanded developers' tools to support reuse of federal data;
   - Enhanced data discovery; and
   - Standardized release procedures, formats, and metadata.
d. Expand and deliver the Canadian Open Data Experience (CODE) by:
   - Increasing promotion of CODE activities and events;
   - Expanding the use of regional hubs to increase participation in all areas of Canada; and
   - Creating sub-themes to focus application development on everyday challenges facing Canadians.
e. Consolidate the management of federal geospatial data across the Government of Canada to make this information more accessible and reusable via federal open government websites.
f. Broaden adoption of the International Aid Transparency Initiative (IATI) standard in the Government of Canada, and encourage other Canadian actors to publish their own data, in particular, civil society organizations.

Description of Final Results

a. Since July 1, 2014, more than 500 new datasets have been added to the Government of Canada's open data portal from 56 federal institutions under the Open Government Licence – Canada.
b. To support implementation of the Directive on Open Government, a prioritization guide has been developed that has been informed by the results of a session held at the International Open Data Conference in May 2015.

c. On November 6, 2014, Open.Canada.ca was officially launched as the Government of Canada's new open government portal. In addition to revised navigation and search capabilities that align with overall Canada.ca renewal activities, new features of the site include:

- thematic open data communities, for example, health and safety, nature and environment, and housing, economics, and industry;
- an online compendium of open data services, programs, and events related to Open Government Across Canada;
- resources for developers, including information on Working with Data and Application Programming Interfaces;
- Canada's standardized Open Data Metadata Element Set.

d. The CODE 2015 hackathon was held Feb 20-22, 2015, with approximately 1,300 participants and 125 total submissions (respectively 40% and 15% increases over CODE 2014):

- CODE 2015 was expanded to three VIP hubs in Vancouver, Toronto, and Montreal, with seven additional community-hosted partner hubs established in Victoria, Calgary, Sarnia, London, Ottawa, Quebec City, and Fredericton.
- Participants developed their applications in one of three sub-theme categories: Quality of Life (Healthy Living), Commerce (Business Opportunities), and Youth (Employment).
- CODE 2015 Winning Teams, were announced on March 26, 2015 at a Grand Finale event held in Toronto, ON.
- The grand-prize winning Career Path by Niew Labs app helps Canadian youth discover, research, and choose future career paths.

e. The Federal Geospatial Platform (FGP)) was launched on June 14, 2016. The FGP is an initiative of the Federal Committee on Geomatics and Earth Observations (FCGEO), a committee of senior executives from 21 departments and agencies that are producers and/or consumers of geospatial data. The FGP:

- Makes geospatial information available in a coherent way through open government's Open Maps portal. Hundreds of geospatial datasets are available on Open Maps to the public to conduct research or produce value-added products and applications, driving innovation and stimulating economic development. Many of the datasets can also be layered together and viewed as a map, providing instant insights and opportunities for location-based analysis of information. The number of available datasets on Open Maps continues to grow as more federal departments are onboarded into the FGP;
- Provides a collaborative space for federal departments to not only access data but to share a common application development framework to enable reusable mapping tools. FGP has made over 130 ArcGIS Online licences available to federal users with plans to further expand participation in the FGP collaborative mapping environment as the FGP moves into post-project operations; and
- Provides an efficient process to allow departments to easily onboard into the FGP Catalogue to make data and services available to both the federal community and the public (via Open Maps). The FGP Data Dissemination Repository is poised to assist

departments lacking geomatics capabilities or infrastructure to make their data broadly available for use.

Foundational work completed in support of the FGP initiative includes a harmonized metadata standard and a data inventory for Release 1 of the FGP portal.

f.   The IATI standard has been adopted by federal departments implicated in the delivery of international development aid.

A new, whole-of-government IATI Implementation Schedule has been published, including a specific schedule for Global Affairs Canada.

Three federal departments representing over 90% of Canada's official development assistance are now publishing data in accordance with the IATI Standard - see links below to departments' IATI data from:

- Global Affairs Canada (GAC);
- Department of Finance; and
- International Development Research Centre (IDRC).

Various outreach activities to encourage the participation of Canadian civil society organizations in IATI took place over 2014-2016, including:

- Discussions during open data events in Ottawa in May 25 to June 2 2015 to understand constraints to the adoption of open aid data standards and explore potential solutions;
- Sharing of information on other donors' approaches to supporting the publication of aid data by implementing partners.

Completion Level

a.   Substantial: Rolled over in 2016-18 Plan
b.   Complete
c.   Complete
d.   Complete
e.   Complete
f.   Complete

Lessons Learned

a.   Governance and resources are a challenge for releasing datasets within departments. Sharing governance models, and improved guidance, including dataset quality guidelines have been helpful to releasing higher quality data.
b.   Public and business input is highly valuable in guiding government departments and agencies in releasing in-demand data, ensuring a positive return on investment.
c.   Releasing datasets is only the first step in developing a mature open data program. The releases need to be accompanied by tools, services and complementary information that assist Canadians in understanding and using the released data. It is important to work with and learn

from other governments with open data services in order to promote alignment, interoperability and enhance data discoverability.

    d. CODE participants were interested in expanding beyond the focus on commercialization. Future appathon events could do a better job at embracing those who want to solve problems and be civic hackers and not necessarily entrepreneurs.

    e. Creating a common configuration of a geospatial metadata standard provides the ability for users to have access to a single geospatial data search that is collected from over 30 departments. This allows the ability for Canadians to discover data through a mapping interface, as well as combine and compare related content.

    f. The use of the IATI standard by non-government actors in Canada remains low and more promotion and encouragement is needed by the IATI community to expand the implementation of the standard.

Additional Deliverables Beyond the Action Plan

In July 2014, new consultation tools were developed using open source resources to host and manage online open government consultations. Given the tools are based on open source code, scaling them for use by other departments and agencies to host their consultations is possible.

In March 2016, Canada further increased its engagement toward aid transparency by becoming the Chair of IATI's Governing Board. The first IATI Members' Assembly under Canada's chairmanship, which took place June 29-30, 2016, agreed to important steps towards the sustainability of the initiative.

Relevance
Supports all four OGP principles: transparency, civic participation, accountability, and access to new technologies for openness. This commitment is targeted at helping address the OGP Grand Challenges of improving public services, increasing public integrity, and effectively managing public resources by making more high-value, standardized data available from federal institutions and engaging Canadians in reusing that data.

Ambition
Accelerates the proactive release of high-value data promoting government transparency, supporting international standards, furthering innovation, maximizing reuse, and continuing to enhance and improve government-wide open data platforms and services.

Commitment 6: Open Science

Overall Status: Substantial

Description: Maximize access to federally funded scientific research to encourage greater collaboration and engagement with the scientific community, the private sector, and the public.
Lead Department: Environment and Climate Change Canada (ECCC), Innovation, Science and Economic Development Canada (ISED)
Other Actors Involved: Federal science departments and agencies
Open Government Stream: Open Information
Reporting Period: End-of-term (July 1, 2014 to June 30, 2016)

Deliverables

a. Develop and publish a government-wide Open Science Implementation Plan with specific activities and milestones.
b. Establish a one-stop search for publications and data resulting from federal scientific activities.
c. Develop inventories of federal scientific data and initiate the public release of data.
d. Publish and maintain a consolidated online list of peer-reviewed articles by Government of Canada scientists dating back to 2012.

Description of Final Results

a. An implementation plan was developed in consultation with science-based departments and granting agencies and approved by the Deputy Minister Science and Technology Committee.
b. Use of existing open data system on Open.Canada.ca, including integrated search.
c. Four guidance documents have been developed: Release of data associated with publications; Conducting a data inventory; Metadata for scientific data; and Data Stewardship and Data Management Plans.
d. Departmental lists of articles are being released as open data through Open.Canada.ca.

Lessons Learned

a. It was challenging but ultimately successful to work across many government departments with various levels of open science readiness. Developing an implementation plan while also seeking to fulfil the commitment itself added complexity and delays.
b. The timelines made it challenging to identify and implement new requirements to advance open science while continuing to deliver pre-existing capabilities.
c. Alignment with existing government direction (Open Government Directive) helped to support and incentivize science-specific data work.
d. Wide diversity of information between departments made it a challenge to gather the lists.

Completion Level

a. Complete
b. Limited
c. Substantial: Rolled over in 2016-18 Plan
d. Substantial: Rolled over in 2016-18 Plan

Relevance

Supports the principles of increased transparency and accountability, and is targeted at helping address the OGP Grand Challenges of improving public services and effectively managing public resources by increasing access to the results of scientific research undertaken by federal scientists and supported by federal science-based departments and agencies.

Ambition

Establishes a government-wide approach to increasing access to federally funded scientific publications and data to spur innovation and improve international collaboration and coordination of research.

Commitment 7: Mandatory Reporting on Extractives

Overall Status: Substantial

Description: Introduce legislation on mandatory reporting standards for the extractive sector that require the reporting of certain payments made to governments related to the commercial development of oil, gas, and minerals.
Lead Department: Natural Resources Canada (NRCan)
Other Actors Involved: Provinces and Territories, Aboriginal Governments, Extractive Industries, and Civil Society
Open Government Stream: Open Information
Reporting Period: End-of-term (July 1, 2014 to June 30, 2016)

Deliverables

a. Introduce new legislation that will require extractive entities to implement mandatory reporting standards and report annually on payments to all levels of government, domestically and internationally.
b. Ensure stakeholder engagement on the establishment and implementation of these mandatory reporting standards.
c. Require extractive entities to publish data on the payments they make to governments in Canada and around the world.

Description of Final Results

a. On October 23, 2014, the Government of Canada introduced the *Extractive Sector Transparency Measures Act (ESTMA)* as part of the Economic Action Plan Act 2014 No.2. The *ESTMA* received Royal Assent on December 16, 2014.
b. To support the development of the tool to support the implementation of the *ESTMA*, Natural Resources Canada continued to consult with industry and civil society in the development of implementation tools (i.e., a guidance document and technical specifications).
Based on the input provided by stakeholders the Department on March 1, 2016 publicly released the Act's Guidance and Technical Reporting Specifications on the ESTMA website.
The department continues to engage Indigenous leaders, organizations, and experts at key national events (e.g. the Assembly of First Nations Forum on Energy, and the Aboriginal Financial Officers Association of Canada National Conference) to profile the *ESTMA* and discuss

its impact on Indigenous governments and their relationship with industry, during the deferral period on the reporting of payments to Indigenous Governments in Canada, as outlined in the Act. NRCan continues to engage extractive industries to promote compliance with the Act.

c. On June 1, 2015, Canada's Minister of Natural Resources announced the *ESTMA*'s coming into force. As a result, reporting entities are now required to annually publish their payments to governments on the internet within 150 days following the end of each of its financial years. The Act provides for a two-year deferral of the obligation to report payments to Indigenous governments in Canada.

Lessons Learned

a. The development of the ESTMA highlighted the value in undertaking robust, transparent and inclusive engagement, covering a wide-range of stakeholders.
b. Stakeholder engagement throughout the process allowed government to leverage industry knowledge and expertise, enabled the development of useful tools and guidance to support industry's compliance with the Act, and contributed to Canada's objective of aligning with the emerging global standard on transparency reporting.
Engagement to date has highlighted the importance of ongoing engagement in the early years of implementation, to work closely with industry and other stakeholders to understand the reporting challenges and provide updated guidance and tools to support compliance with the Act.
c. It is important to continue to work with stakeholders and 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

a. Complete
b. Substantial: Rolled over in 2016-18 Plan
c. Substantial

Relevance

Supports the principles of transparency and accountability, and is targeted at helping address the OGP Grand Challenges of improving public services, increasing public integrity, and increasing corporate accountability by legislating requirements for public reporting in the extractives sector.

Ambition

Creates an open reporting environment, with clear and understandable information made available to the public, in order to achieve greater transparency and accountability in the oil, mining, and gas sector for Canadian companies working at home and abroad.

Commitment 8: Open Contracting

Overall Status: Substantial

Description: Coordinate single-window access to a broad range of open contracting information from across federal departments.
Lead Department: Treasury Board of Canada Secretariat (TBS), Public Services and Procurement Canada (PSPC)
Other Actors Involved: Federal departments and agencies
Open Government Stream: Open Information
Reporting Period: End-of-term (July 1, 2014 to June 30, 2016)

Deliverables

a. Release data on all contracts over $10,000 via a centralized, machine-readable database available to the public.
b. Increase the level of detail disclosed on government contracts over $10,000.
c. Provide guidance to federal departments and agencies to increase consistency in open contracting.
d. Pilot the Open Contracting Data Standard – 0.3.3 on the BuyandSell.gc.ca website for federal contracts awarded by Public Services and Procurement Canada (PSPC).

Description of Final Results

a. A system has been developed and deployed across the entire government to accept the common reporting of contracts over $10,000.
b. The level of detail disclosed on government contracts over $10,000 is being increased with the disclosure of 17 data fields providing additional information on contracts (e.g. solicitation procedure, country of origin, etc.) for contracts awarded after December 31, 2016.
c. Guidance has been drafted and presentations were provided to departments and agencies to increase consistency in open contracting.
d. PSPC's Open Contracting Data Standard (OCDS) Pilot has been launched on the BuyandSell.gc.ca website to demonstrate the use of the OCDS using data from contracts awarded by PSPC on behalf of government departments and agencies since 2012. Canadians can now download PSPC's OCDS Pilot Data (in a JSON data format) including information on tenders, awards, contract history, and standing offers and supply arrangements from 2012-13 to the present. This data is licenced for reuse under the Open Government Licence - Canada.

Lessons Learned

a. Developing a data standard for contract reporting was imperative to the success of the system. Training tools and materials were developed to help support the implementation of the tool which proved to be highly useful.

End-of-Term Self-Assessment Report on Canada's Action Plan on Open Government

b. Leveraging new and updated IM/IT systems provides an opportunity to disclose additional information. Canada will explore the disclosure of further datasets through the use of e-procurement solutions and financial systems.

c. Guidance and training is key to ensuring consistency in open contracting. There will continue to be a need for periodic guidance and training over the medium term to ensure open contracting data is reported and disclosed in a consistent manner.

d. There is value in connecting the stages of procurement, and enabling the "procurement at a glance" lens into Government of Canada contracting. OCDS fills an information gap that is the result of the existing disconnect between contracting data systems, and also provides an example of how to create these linkages in a meaningful way.

   There is a greater level of detail captured in PSPC contracting data than is required by the OCDS. There is an opportunity for PSPC to contribute suggestions for increasing the level of detail by the OCDS, such as trade agreement information.

Completion Level

a. Complete
b. Substantial
c. Substantial
d. Substantial

Relevance

Supports the principles of transparency and accountability, and is targeted at helping address the OGP Grand Challenge of improving public services by improving access to expanded, proactively disclosed information on federal contracts over $10K.

Ambition

Improves the proactive disclosure of contracting data, strengthens the openness and transparency of the Government of Canada's procurement processes, and increases Canadians' knowledge of how their tax dollars are being spent.

Commitment 9: Open Information on Budgets and Expenditures

Overall Status: Substantial

Description: Publish expanded information and data on federal spending to help Canadians understand, and hold government accountable for, the use of public monies.
Lead Department: Treasury Board of Canada Secretariat (TBS), Department of Finance
Other Actors Involved: n/a
Open Government Stream: Open Information
Reporting Period: End-of-term (July 1, 2014 to June 30, 2016)

Deliverables

a. Launch a new interactive online service that enables Canadians to review and visualize federal spending.
    - Consultations with Canadians will be completed to test and ensure the effectiveness of this new online service.
b. Provide single-window, searchable access to information that is proactively disclosed by departments and agencies (e.g., travel and hospitality, contracts, grants and contributions).
    - Standardize procedures for publishing mandatory proactive disclosure information by federal departments and agencies.
c. Make all data from charts and tables in Budget 2015 available in machine-readable formats to facilitate analysis by citizens and parliamentarians.

Description of Final Results

a. The Treasury Board Secretariat has launched enhancements to its TBS Infobase expenditure visualization tool which added new ways to view financial information.
    - **Learn and Explore, Explore Visually** – Infographics for new users who want to learn about the government and get a sense of the scale of our business. Each organization has a similar infographic, though some of the Government of Canada level concepts may not apply.
    - **Search by department**, **Create your own report** – for experienced users who want to view and compare specific data.
    - **The Inventory of Government of Canada Organizations** – provides a comprehensive overview of federal government institutions and corporate interests, organized by ministerial portfolio. Power users continue to have direct access to data through Open Data to conduct detailed analysis.
b. Proactively released information on completed Access to Information requests can now be searched via Open.Canada.ca and users can Search Government Contracts over $10K from 20 federal departments and agencies.
c. The Federal Budget 2015 was announced in April 2015 and all charts and tables from Budget 2015 and Budget 2016 are now accessible as open data via Open.Canada.ca.

Lessons Learned

a. Challenges and opportunities emerged in pursuing enhancements to the TBS InfoBase as a result of integrating information across a large, complex organization.
   Consolidating multiple datasets from various data owners into a standard format is pivotal to the success of an online data tool.
   Pre-launch demonstrations and consultations from data owners contributed to a successful launch of the enhancements of the InfoBase.
b. Consistent communication with senior management and the federal proactive disclosure community is essential in addressing coordination challenges and highlighting best practices. Guidance documentation and training sessions helped raise awareness of new publishing processes.
c. N/A

Completion Level

a. Complete
b. Limited: Rolled over in 2016-18 Plan
c. Complete

Relevance

Supports the principles of transparency, accountability, access to new technologies for openness and accountability. Deliverables are targeted at helping address the OGP Grand Challenges of improving public services and increasing public integrity by enhancing access to proactively-released data and information on federal budgeting and spending.

Ambition

Provides enhanced online tools that give a clear picture of the financial expenditures across government enabling Canadians to track government spending over time.

Commitment 10: Digital Literacy

Overall Status: Substantial

Description: Support the development of tools, training resources, and other initiatives to help Canadians acquire the essential skills needed to access, understand, and use digital information and new technologies.
Lead Department: Employment and Social Development Canada (ESDC)
Other Actors Involved: Recipients of grants and contributions (academia, non-profit sector, etc.)
Open Government Stream: Open Information
Reporting Period: End-of-term (July 1, 2014 to June 30, 2016)

Deliverables

a. Sponsor projects to increase understanding of the relationship between digital skills and relevant labour market and social outcomes.
b. Develop online tools, training materials, and other resources to enable individual Canadians to assess and improve their digital skills.
c. Fund private sector and civil society initiatives aimed at improving the digital skills of Canadians.

Description of Final Results

a. Results from the Organization for Economic Cooperation and Development's (OECD) Program for the International Assessment of Adult Competencies (PIAAC) adult skills survey, 2012, provided the basis for governments' understanding of digital skills levels in Canada and internationally.
Thematic reports are being developed based on PIAAC results. Topics are: post-secondary education, adult learning and literacy, immigrants, labour market outcomes, official languages, health and social outcomes, and Aboriginal populations. Substantial work has been completed on the reports. They are expected to be released in late 2016.
b. Provided funding and support for the development and validation of the Canadian English and French versions of the OECD's new online skills assessment tool (Education and Skills Online) that includes digital skills. The tool is based on PIAAC. The tool was finalized by the OECD, Educational Testing Services and Council of Ministers of Education, Canada (CMEC) and released in summer 2016.
c. Funding provided through contribution agreements to support digital skills assessment and improvement projects:
Université du Québec à Montréal (UQAM):
   • This project developed and tested a self-directed online training game called Neuroludus to help individuals assess and enhance their analytical/ information processing skills so that they can more easily acquire and deploy digital skills.
   • The game has 90 levels with 3,060 exercises. It is available free online at www.neuroludus.com and as a free Apple and Android application.
   • On average, it took 12 hours of play time for players to change their cognitive style and achieve a substantial improvement in their information processing skills.

   Community Business Development Corporation (CBDC), Restigouche:

   • This project developed training materials and tools to support small and medium-sized enterprises (SMEs) in rural regions across Canada in identifying organizational needs, and enhancing the digital skills of their employees.
   • The participating SMEs improved their effectiveness in supporting their employees to assess and enhance their digital skills proficiency.

- Employees with lower literacy skills had greater improvements in digital skill scores than employees with higher literacy skills. Participants' confidence with information and communications technology (ICTs) also increased significantly.
- Employers observed improvements in employees' digital skills and ICT proficiency, and improved attitudes towards work-related and digital skills training.
- This project will inform discussions on digital skills assessments and leveraging opportunities to improve Canadians' access to training and supports to achieve greater labour market efficiency.
- The model can be used in any industrial sector, thus supporting e-learning more broadly and enabling SMEs to take advantage of online skills development

Lessons Learned

a. More results and lessons to come once the thematic reports are released.
b. From the portion of the activity that was funded by ESDC, there were significant challenges in recruiting participants for the field test in both French and English.
   Test takers and administrators can contact the Council of Ministers of Education (CMEC) directly to purchase licenses to access the Canadian English and French versions of the tool.
   Additionally, the Government of Canada continues to develop and launch tools that allow users to effectively visualize and understand data. These tools include things like the Open Maps portal and TBS InfoBase.

c. UQAM:
   - Brain training requires a significant time commitment. The two primary barriers to engagement in the training were motivation and incentive.
   - In online learning games, players play on their own terms and may stop playing when they think they have obtained what they want from the game.
   - Lower income groups may be excluded from these kinds of learning activity if they are required to pay user fees. Along with other barriers, this could create a new sort of digital divide. It was recommended that training should be free and easily accessible to all (as it was in this project). Blended learning was identified as a good practice with other supports (such as mentors) provided to those who need them.

   CBDC:
   - Participants valued the flexibility in being able to access to the e-learning platform at different times and in different locations.
   - Blended learning was identified as a good practice as it was noted that it would be helpful to have a designated person within each workplace to be a Workplace Coach, who would support their co-workers as they participate in the digital training.

Completion Level

    a. Substantial

    b. Complete

    c. Complete

Relevance

Supports the principles of civic participation, and is targeted at helping address the OGP Grand Challenge of improving public services by helping Canadians to assess and improve their digital skills so that they can better take advantage of data and information made available by the government.

Ambition

Facilitates the assessment of Canadians' existing digital skills and develop resources and initiatives to help improve these skills, so that Canadians are better able to access and take advantage of Canada's open government initiatives.

Commitment 11: Open Information Core Commitment

Overall Status: Substantial

Description: Expand the proactive release of information on government activities, programs, policies, and services, making information easier to find, access, and use.
Lead Department: Treasury Board of Canada Secretariat (TBS), Public Services and Procurement Canada (PSPC), Library and Archives Canada (LAC); National Research Council (NRC)
Other Actors Involved: Federal departments and agencies
Open Government Stream: Open Information
Reporting Period: End-of-term (July 1, 2014 to June 30, 2016)

Deliverables

    a. Modernize the administration of Access to Information and Privacy services across the federal government:
- Expand online request-and-pay services
- Provide searchable access to completed ATI requests
- Publish statistics on extensions and consultations
- Expand whole-of-government training strategy
- Develop whole-of-government services and solutions

    b. Develop and launch a virtual library on the new government-wide open government portal.
- Complete public consultations to support development of the virtual library service.
- Establish a government-wide system and web architecture for the release of government information assets via the virtual library.
- Standardize release procedures, formats, and metadata for virtual library.

c. Improve the management and accessibility of government records, and facilitate faster responses to requests for information through the roll-out of GCDOCS, a government-wide records management solution for the federal government.

d. Increase Canadians' access to federal records by removing access restrictions on archived federal documents held by Library and Archives Canada.

e. Develop and pilot a single online discovery and access platform for federal science library (FSL) services and collections.

f. Provide consolidated, searchable access to regulatory information from federal departments and agencies involved in regulatory activities.

g. Access to all online Government of Canada information and services improved through the new whole-of-government Canada.ca website:
   - Intuitive user-centric design based on government-wide web standards;
   - Whole-of-government search functionality;
   - Faster access to frequently used services and information.

Description of Final Results

a. Twelve new institutions joined the [Access to Information and Privacy (ATIP) Online Request](#) pilot, including two departments with high levels of ATIP requests: Public Services and Procurement Canada and Employment and Social Development Canada. Thirty-three institutions are now able to receive ATI request-and-pay requests online. These 33 institutions comprise 90% of the total access to information requests received by the Government in 2014-15. The percentage of ATI requests submitted online increased from 61% in 2014-15 to 72% in 2015-16.

   Canadians now have access to a [searchable database of completed ATI requests](#) on Open.Canada.ca. In addition, requesters may:
   - initiate informal requests online for the documents released in response to a selected ATI request; and
   - download all ATI summaries as a [single, machine-readable dataset](#).

   Institutions covered by the [*Directive on the Administration of the Access to Information Act*](#) now post summaries of completed ATI requests directly on Open.Canada.ca.

   Data on access to information and personal information requests, including information on extensions and consultations related to access requests, are part of the statistical information published [here](#) and released as open data on Open.Canada.ca.

   In 2014, the Information and Privacy Policy Division at TBS launched a Director General Steering Committee on the Modernized Vision for the ATIP Training program. The proposed vision aimed to develop a coherent, cost-effective government-wide approach to ATIP training that would reduce duplication and redundancies in financial, human and material resources amongst institutions.

The Steering Committee established six priority ATIP training areas. These priority areas were:

- Privacy Impact Assessments;
- Privacy Breach prevention, management and reporting;
- ATIP Awareness training for the executive cadre within government;
- Cabinet Confidences and the revised consultation process;
- Most Frequently Invoked Exemptions; and
- ATIP General Awareness.

A collaborative approach was taken where a number of departments took the lead to develop training components for each of these priorities. The components were to be implemented in a phased approach that would serve as an overarching ATIP awareness strategy that spans government-wide.

The Canada School of Public Service currently offers ATIP General Awareness courses to employees and courses specific to ATIP Specialists (Access to Information and Privacy Fundamentals; Access to Information in the Government of Canada and Privacy in the Government of Canada). In addition, the Department of Fisheries and Oceans completed the ATIP Awareness training for Executives and Health Canada completed Privacy Impact Assessments online module which is currently offered to a few departments. The training modules for the remaining three priority areas are in various stages of completion.

Institutions will continue to collaborate to move this work forward when additional resources are made available during 2016 to 2018, including completing training modules for the three priority areas as well as integrating all training modules into one overarching ATIP awareness program.

b. In May 2015, Canadian librarians and government information management experts were consulted on the planned direction for the Open Information Portal. The Government of Canada's [Open Information Portal](#) was launched and integrated into Open.Canada.ca. Progress to date is considered to be Phase 1 of the portal's development.

The portal consolidated and provided single-window, searchable access to over 170,000 digital information resources from the Government of Canada Publications collection (publications.gc.ca) and from Library & Archives Canada. All digital information resources that it provides are available for free download via this service and are licenced under the [Open Government Licence - Canada](#). A common metadata profile for open data and open information has been developed and shared with data and information experts internal and external to the Government of Canada.

c. A readiness assessment survey has been completed to support the prioritization of the roll-out of GCDOCS to federal institutions and an onboarding plan has been developed and approved.

In addition, a suite of standardized tools and resources to ensure consistency of implementation across departments have been developed including:

- Information Management Common Core (IMCC) configuration: mandatory configuration settings around Systems Rules, Metadata and Information Architecture
- Common configuration of the Application Governance & Archiving (AGA) for Microsoft® SharePoint® to allow for a consistent approach for the use and implementation of collaboration software in alignment with GCDOCS.

Approximately 125,000 users have access to GCDOCS or RDIMS (predecessor), with 25,000 users from 11 departments on the PSPC managed service. Six departments have deployed GCDOCS on the Secret Network.

d. In support of this commitment, Library and Archives Canada (LAC) initiated a new risk-based process called "block review", a systematic review of blocks or series of government records currently held in LAC's permanent holdings. This project will open more federal government records consistent with Canada's Access to Information Act and Privacy Act.

- 9,621,034 pages have been reviewed, and 8,829,282 pages opened since July 1, 2014.

In support of its *Access Policy Framework,* Library & Archives Canada (LAC) has issued a draft of its *Directive on Making Government of Canada Records Available* to minimize legal and policy restrictions that impede access to federal holdings held by LAC. This instrument will support GC compliance with TBS Directive on Open Government requirement 6.5.

e. FSL portal for discovery and shared library collections management was implemented for departmental staff in four science departments and agencies including Agriculture and Agri-Food Canada (AAFC), Health Canada (HC), National Research Council (NRC) and Natural Resources Canada (NRCan). Shared funding and support model developed for ongoing operations.

LAC provided assistance as needed throughout the project.

f. Implementation plan for providing regulatory information search capacity is complete.

As an interim measure, links to all department and agencies regulatory information have been gathered on a page for users to easily find.
https://www.canada.ca/en/government/policy/dept.html

A working prototype of the searchable repository has been created. This prototype was tested in focus groups with users, and refinements to the prototype have been made based on this feedback.

Migration of content into this searchable repository will coincide with the overall migration of departmental websites into Canada.ca, and the searchable repository will be available to Canadians once a critical mass of content has been assembled.

g. Under our first action plan, [Canada.ca](#) was launched in December 2014, to bring together content from 1,500 federal websites into a single, user-centric, government-wide website.

    - The Government of Canada's most requested services and information have been placed front-and-centre on Canada.ca to facilitate quick and easy access for users.
    - Two department's websites have been migrated into Canada.ca, with 88 remaining to be migrated, as of June 2016.
    - Procurement, initial configuration, and deployment of an outsourced Cloud based Managed Web Service (Adobe, Amazon and Akamai as providers) has been completed.
    - The results of usability testing of Canada.ca with a team of 3,400 Canadians have led to key enhancements, including a few changes to the themes that help users navigate the site.

Lessons Learned

a. The current pilot has reached its maximum capacity with 33 institutions using the service. The pilot demonstrated the feasibility of an online channel for receiving ATIP requests. The Government of Canada announced in Budget 2016 that it would make it easier for Canadians to access government information, including their personal information, by creating a simple, central website where Canadians can submit requests to any government institution. Work to develop the website has been initiated. The first phase of roll-out is targeted for 2018.
    One key best practice that led to the success of completing this action item was the early and regular engagement with institutions in order to support them in meeting their posting requirements.
    The [Access to Information and Privacy (ATIP) Online Request](#) pilot project was a valuable approach to test the feasibility of an online channel for receiving ATIP requests.
    The key lesson learned was the importance of dedicating resources to provide ongoing support and coordination for horizontal initiatives.

b. The Open Information Portal is an ongoing commitment and a work in progress which has carried through the Third Biennial Plan (2016-2018) to continue the Portal's next phase of development.

c. This is an ongoing commitment and a work in progress, requiring significant effort. The Government is seeking to increase its capacity to make progress on this initiative.

d. A continuing challenge that departments will face is ensuring legal and policy restrictions on access, which encompasses both security and ATIP are appropriately addressed.

e. Signs are positive that FSL scales well and partnership can be expanded to include other departments. The shared technology platform has proven the potential for affordable modernization of library service delivery at an affordable cost.

Experience gained from onboarding the initial wave of departments and agencies will be applied to future FSL adopters. Assets such as project plans, accountability matrices, business process mapping and funding/costing models will be reused for future implementations.

f. N/A

g. N/A

Completion Level

a. Substantial: Rolled over in 2016-18 Plan

b. Limited: Rolled over in 2016-18 Plan

c. Limited: Rolled over in 2016-18 Plan

d. Substantial: Rolled over in 2016-18 Plan

e. Complete

f. Substantial

g. Complete

Additional Deliverables Beyond the Action Plan

Work is underway to digitize 32 million images related to the First World War and make them available online. Over 10 million images were digitized between July 1, 2014 to June 30, 2016. In 2015-16, LAC undertook the largest web archival project to date for a federal election (1.6 terabytes), and also collected websites on the First World War Centenary, the Truth and Reconciliation Commission (which will become the core of a pan-Canadian web archive led by the National Centre for Truth and Reconciliation starting in September 2016), and is currently crawling for Rio 2016 and Canada 150 collections. In March 2016, LAC re-launched the Government of Canada Web Archive (GCWA), which now provides public access to most federal web archival holdings collected from December 2005-December 2015. LAC did a fifth comprehensive collection of the entire federal web presence in 2015-2016.

Relevance

Supports the principles of transparency and accountability, and is targeted at helping address the OGP Grand Challenges of improving public services, increasing public integrity, and effectively managing public resources by implementing solutions to improve Canadians' access to government data and information.

Ambition

The Open Information Core Commitment supports ambitious, whole-of-government change in a number of ways including:

- transforming the administration of Access to Information government-wide and facilitating efficient and effective responses to requests for federal data and information;

- enhancing departments' capacity to respond quickly to requests for information by improving the enterprise-wide management of federal government records and removing access restrictions to federal archives; and
- providing Canadians with centralized, searchable access to government publications, laws/regulations, and other Government of Canada information and services via common government-wide portals and platforms.

Commitment 12: Consulting with Canadians

Overall Status: Incomplete

Description: Provide direction and next-generation tools and resources to enable federal departments and agencies to consult more broadly with citizens and civil society in support of the development and delivery of government policies and programs.
Lead Department: Treasury Board of Canada Secretariat (TBS); Privy Council Office (PCO)
Other Actors Involved: Federal Departments and Agencies
Open Government Stream: Open Dialogue
Reporting Period: End-of-term (July 1, 2014 to June 30, 2016)

Deliverables

a. Improve the existing Consulting with Canadians website to facilitate easier access to information on federal consultation activities for citizens.
b. Develop and launch a new government-wide consultation portal to promote opportunities for public participation, host online consultations, and share findings from completed consultations.
c. Expand the use of social media across government to enable departments and programs to connect to Canadians in innovative ways and enhance engagement in support of citizen-centric services.
d. Develop a set of principles and standards for public consultations in discussion with citizens and civil society.
e. Conduct targeted consultations on open government themes with key groups in Canada (e.g., youth, Aboriginal populations).

Description of Final Results

a. The Consulting with Canadians website was re-launched on Dec. 18, 2014 on the Canada.ca website with enhancements to facilitate easier access to information on federal consultation activities for citizens.
b. High-level business requirements have been defined to guide the development of a new consultation portal that Canadians can use to discover, participate in, and monitor the results of public federal consultations of interest to them. Key features of the new consultation portal will include:
   - A unified calendar of consultations across government;
   - Enhanced search;

- Notifications and subscriptions; and
- Reports and outcomes.

The Government of Canada participated in Civic Design Jam, hosted by MaRS, on June 26, 2015 in Toronto, ON where the GC received input and design prototypes on an online consultation portal from designers, programmers, other government reps and civil society. Prototypes and artefacts from this event will be used to inform development of business and technical requirements for the new consultation portal.

In addition, to fulfill the need to provide opportunities for meaningful and effective stakeholder and citizen engagement, the Government of Canada has put in place a standing offer for Stakeholder and Citizen Consultation and Engagement Services. Through this mechanism, departments and agencies can access the services of qualified firms with the capacity and expertise required to undertake the development, planning and implementation of in-person and online stakeholder and citizen engagement and consultation activities, on an as-and-when-required basis.

c. TBS has issued a suite of policy instruments that advocate for the use of social media and ensure that official Government of Canada social media accounts are consistent and respect requirements for accessibility and official languages.

In support of the implementation of these policies, a number of key activities are underway:

- May 2016: The new Policy on Communications and Federal Identity and the Directive on the Management of Communications place strong emphasis on the use of digital media and platforms, including social media and web (and places emphasis on web/social media analytics to evaluate impact). They provide clear processes, coordination and a common approach for managing social media accounts.
- Onboarding of federal departments to a hosted Social Media Account Management Solution (Hootsuite) is underway.
- An Interdepartmental Task Force on Social Media is providing guidance to departments so they can expand their use of official social media accounts.
- A Social Media Community of Practice sponsored by the Communications Community Office is operating to help shift culture and adapt communication processes to the evolving social media landscape.
- Since 2014, GC Digital Advertising Day has been teaching attendees about the latest social media tools and trends, from Facebook, Twitter, Google, LinkedIn, etc. 97% of attendees found the information useful to their work.
- Training in the effective use of social media is now, more than ever, an area of focus, both through the Communications Community Office and the Advertising Coordination and Partnerships Directorate.

d. An environmental scan of internal and external consultation guidance was completed. Preliminary guiding principles for public consultation were developed and validated with civil society representatives, including through discussions at the Canadian Open Dialogue Forum.

In addition, external consultations to support the development of principles for public consultation were conducted at the Congress of Humanities and Social Sciences, June 4, 2015. Furthermore, internal consultations are underway to identify principles, standards, and best practices for public consultations and use of social media.

e. Consultations with targeted groups were undertaken in support of the implementation of key commitments in Canada's second action plan, including the introduction of new legislation of Mandatory Reporting on Extractives, which has been supported by discussions with Aboriginal stakeholders.

Open government consultations for Canada's Third Biennial Plan included specific outreach to young entrepreneurs, innovators, corporate and civic leaders via the National Youth Leadership and Innovation Summit.

TBS has begun a dialogue on First Nations data governance and data sovereignty with First Nations data practitioners, exploring opportunities to collaborate.

Lessons Learned

a. User testing is invaluable in creating effective online services. There may be opportunities in the future to more clearly link available information and data to ongoing consultation efforts.
b. There can be multiple understandings of the business need. Ongoing communication is needed to best navigate requirements. Enterprise needs can be complex. There are a wide variety of needs across the engagement spectrum and no single solution can meet all needs.
c. Though progress has been made on the adoption of new channels and approaches, there is still work to be done as government officials learn how to best use social media, internally and externally, to appropriately distinguish and engage targeted audiences and better measure and understand customer satisfaction.
d. We underestimated the extent to which groups inside and outside of government were interested in the development and outcomes for engagement principles and have had to revise our approach to accommodate more needs and interests.
e. The Open Government team is currently increasing its capacity. Previously, the opportunities for targeted consultations were limited due to a lack of dedicated resources. To successfully develop relationships with key populations in Canada, ongoing, dedicated resources are required, as well as long term planning.

Completion Level

a. Complete
b. Limited: Rolled over in 2016-18 Plan
c. Limited
d. Limited: Rolled over in 2016-18 Plan
e. Limited: Rolled over in 2016-18 Plan

Additional Deliverables Beyond the Action Plan

The Privy Council Office is leading a Digital Communications Project to develop capacity to shift culture, policy and products towards a more digital and social approach. Activities included developing a Digital Communications Playbook (Fall 2015).

Relevance

Supports the principles of civic participation, and is targeted at helping address the OGP Grand Challenges of improving public services by establishing standards, approaches, and best practices for robust, inclusive, and open citizen engagement in support of the development and delivery of federal programs and services.

Ambition

Establishes innovative, government-wide solutions to enable Canadians to become more aware of, and more easily take part in, federal consultations of interest to them.

5. Conclusion and Next Steps

In the spirit of the OGP, Canada made ambitious commitments in its 2014-16 Plan. Despite best efforts, Canada did not meet all of its goals. This End-of-term Self-assessment report attempts to highlight our successes but also ensure transparency in sharing our hard-earned lessons.

This End-of-term Self-assessment report is one way in which citizens and stakeholders can monitor Canada's progress on meeting its action plan commitments. The 2014-2016 Plan experimented with new and innovative open government activities, and started to lay the foundation towards greater openness and transparency.

Canada continues to strive toward transforming the work environment, processes, and culture of the public service into one where programs, services, and information are both open by default and open by design. The Government of Canada is working closely with civil society and Canadians to provide greater insight into how government operates and foster greater participation and dialogue around government activities. As this report demonstrates, the commitment to advancing open government is shared across federal departments and agencies. In the future, the Government of Canada will look to deepen engagement and collaboration with other orders of government, civil society, and implicated stakeholders.

Next steps

Canada's open government efforts drove change across the federal public service. There was significant progress on implementing the 2014-16 Plan on open government, but there is still much to be done in the coming years to deliver on increasingly ambitious commitments to Canadians.

Tell us what you think. Let the Open Government team know your thoughts on this report, and on what Canada accomplished. Give us ideas that can help us overcome the challenges we face. You can always reach us at open-ouvert@tbs-sct.gc.ca.

In the medium term, we aim to begin embedding open government practices in mainstream, Government of Canada processes, policies, and programs. The goal is to increasingly apply an open government lens to policy and program development and implementation.

Going forward, the Government of Canada is committed to accelerating, expanding, and enhancing its transparency and accountability. This commitment is reflected in Canada's new plan for 2016-2018, the Third Biennial Plan to the Open Government Partnership.

Annex: Addressing OGP Grand Challenges

Each of the commitments in Canada's Action Plan on Open Government 2014-16 provides support to one or more of the five Grand Challenges identified by the Open Government Partnership (OGP):

- GC1 – Improving Public Services;
- GC2 – Increasing Public Integrity;
- GC3 – Effectively Managing Public Resources;
- GC4 – Creating Safer Communities; and
- GC5 – Increasing Corporate Accountability.

Commitment	Grand Challenges				
	GC1	GC2	GC3	GC4	GC5
FOUNDATIONAL COMMITMENTS					
1. Directive on Open Government	X	X	X		
OPEN DATA COMMITMENTS					
2. Open Data Canada	X				
3. Canadian Open Data Exchange (ODX)	X				
4. Open Data for Development (OD4D)	X	X	X		
5. Open Data Core Commitment	X		X		
OPEN INFORMATION COMMITMENTS					
6. Open Science	X		X		
7. Mandatory Reporting on Extractives	X	X	X		X
8. Open Contracting	X				
9. Open Info on Budgets & Expenditures	X	X	X		
10. Digital Literacy	X				
11. Open Information Core Commitment	X	X	X		
OPEN DIALOGUE COMMITMENTS					
12. Consulting with Canadians	X				