Open Government

Informing  Engaging  Embracing Change

Draft Action Plan and Implementation Schedule
2015-2018

Newfoundland Labrador
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Around the world, open governments recognize that true democracy involves working with citizens and stakeholders, not just for them.

When the Open Government Initiative was launched in 2014, we wanted to ignite a change in how Newfoundlanders and Labradors connect with their government. In the months that followed, through a province-wide public engagement process, you told us that you want government to become more open, to strengthen its work with communities, and to adopt and use technology in new and innovative ways so that data and information are made more accessible.

Becoming a more open government is not achieved by working alone, but rather through clear and frequent communication between policy makers and residents. We are therefore proud to present this draft action plan to Newfoundlanders and Labradorians for their review and feedback.

Through the three-year action plan, we commit to being open by default so that regular government business includes informing the public, engaging with residents and communities, and embracing the change required to fully foster a culture of openness in this province.

As we move forward together with Open Government, we will create a stronger province with better programs and services, a more informed citizenry and a more innovative and dynamic economy.

The action plan was co-created by Newfoundlanders and Labradorians, community groups, not-for-profit organizations, academics, the business community, labour groups and the Government of Newfoundland and Labrador. This is our plan.

We are very proud of the work that has been carried out to date under the Open Government Initiative. The commitment of our public service to foster openness across government departments and agencies will no doubt be the hallmark of the plan’s success.

But we’re not done yet. This is a draft plan, so we’re checking back with you to make sure we got it right. Your insights and perspectives will help us finalize this plan.

We’ve listened to what you have said, and you’ve told us where we need to be. Let’s get there together.

Honourable Paul Davis
Premier of Newfoundland and Labrador
Message from the Minister

The Government of Newfoundland and Labrador is excited to bring you the Open Government Action Plan. This plan is a package of 12 creative commitments with a total of 43 actions that, together, will better connect Newfoundlanders and Labradorians to their government and give them a stronger voice in decision making about the issues that affect their daily lives.

At engagement sessions held throughout the province, we asked people to tell us what a truly open government should look like. More than 700 Newfoundlanders and Labradorians provided over 2,500 unique ideas.

From these insights, and best practices around the world, a three-year draft Open Government Action Plan was formed. Founded on the four pillars of Open Information, Open Data, Dialogue and Collaboration, this action plan’s commitments will transform the relationship between the people and their government in this province.

The action plan is not an end, but rather a way forward. Open Government is about change, so in order for this plan to be successful, we have to remain open to new ideas along the way.

As we move in that direction together, we invite all Newfoundlanders and Labradorians to read this plan and to let us know what you think. Your views, insights and priorities will continue to shape Open Government in this province.


The Honourable Steve Kent
Deputy Premier and Minister Responsible for the Office of Public Engagement
Introduction

The Government of Newfoundland and Labrador joins more than 66 governments around the world in recognizing the importance of sharing information with residents and implementing new ways to involve the public in decisions that affect their lives.

As jurisdictions around the globe recognize and embrace the principles of openness, they must be ready to innovate in the face of challenges. Through this plan, the Government of Newfoundland and Labrador will undertake innovative actions to become a leader in Open Government.

Government has already moved forward and adopted ground-breaking access to information legislation, ranked by organizations such as the Centre for Law and Democracy as among the best in the world and paving the way for a new era of transparency and accountability in this province.

In addition, the release of this three-year plan in wiki format marks the first time the Government of Newfoundland and Labrador has provided a document to be commented on using such technology. In the spirit of openness and engagement, just as government went to Newfoundlanders and Labradorians to learn about their expectations of Open Government, government will ask the public to review and comment on the commitments and actions that make up this draft plan before it is finalized.

The Government of Newfoundland and Labrador has adopted an open-by-default position as a starting point for this draft action plan. The proactive release of information and data as an operational practice is the central tenet of government’s Directive on Open Government, which is an action under this draft action plan.

This directive will require provincial government departments and agencies to release as much data and information as possible, while adhering to restrictions related to privacy, confidentiality and commercial sensitivity. Eligible data and information will be released in standardized, open formats, free of charge and without restrictions on reuse.
Open governments are guided by the following principles:

► transparency
► accountability
► citizen participation
► technology and innovation

Newfoundland and Labrador’s Open Government Initiative is built on four pillars: Open Information, Open Data, Dialogue and Collaboration.

Successful open governments use creative approaches, strategies and activities to better connect citizens and stakeholders to their government. This means increased knowledge-sharing, innovation and collaboration so that citizens can better inform decisions. The result is a more engaged and involved public that shares insight and ideas with government. Ultimately, successful open governments develop better policies, make better decisions and deliver better programs and services.

In line with the international Open Government Partnership¹, Newfoundland and Labrador is working to address five “Grand Challenges”:

Open Government Partnership Grand Challenges

1. Improving public services (GC1)
2. Increasing public integrity (GC2)
3. More effectively managing public resources (GC3)
4. Creating safer communities (GC4)
5. Increasing corporate accountability (GC5)

¹ See page 38
Measuring Success in Open Government

The Government of Newfoundland and Labrador will ensure accountability for completing actions by regularly reporting on their progress and by modeling a process that mirrors the globally recognized Independent Reporting Mechanism of the Open Government Partnership. This will involve annual self-assessments and an independent assessment starting in the second year.

Developing Newfoundland and Labrador’s Action Plan

Since the launch of the Open Government Initiative in March 2014, the Office of Public Engagement has sought input from citizens, stakeholders and employees using various in-person and online tools, techniques and approaches. More than 700 Newfoundlanders and Labradorians provided over 2,500 unique ideas on how government can become more open.

In December 2014, government released a What We Heard document ([www.open.gov.nl.ca/dialogue/pdf/OGIWhatWeHeard.pdf](http://www.open.gov.nl.ca/dialogue/pdf/OGIWhatWeHeard.pdf)). This document reports on the comments, ideas and themes that emerged from the public engagement process and can be found on the Open Government website ([www.open.gov.nl.ca](http://www.open.gov.nl.ca)). Input from this process was used to inform this draft action plan.

Through the engagement process, government consistently heard that there are challenges and barriers to becoming more open - barriers that include:

- Limited financial and human resources;
- Operational demands;
- Legislative, contractual and competitive restrictions on how information is shared and used; and
- Information systems that were not designed with Open Government in mind.

The Government of Newfoundland and Labrador recognizes these barriers and has sought ways to address them through this three-year action plan.

Newfoundland and Labrador’s Action Plan Commitments

In accordance with international Open Government Partnership guidance that recommends 5-15 commitments, this action plan outlines 12 commitments.

^2 See page 38
supported by 43 actions. These commitments provide practical steps for making open government regular business. This plan will make more information and usable datasets available. It will make collaboration between stakeholders, citizens, industry and academia more effective and dialogue between government and citizens easier.

Each of the four pillars of Newfoundland and Labrador’s Open Government Initiative is addressed through these commitments. Each either addresses a concern or issue brought forward during government’s consultations with the people of the province or reflects best practices in open government. Commitments also address one or more of the Open Government Partnership’s grand challenges. Appendix A provides details on how the actions outlined in the plan address the grand challenges, when the actions will be completed and which government department or agency will lead its implementation.

### Open Government Four Pillars - 12 Commitments

**Commitments**

1. Make information, programs and services more user-friendly and engaging
2. Streamline and enhance the access to information process
3. Expand the amount of publicly available government information
4. Expand the data available on the Open Data website
5. Support public use of open data
6. Increase transparency in government spending in an open format
7. Increase transparency in appointments and human resources
8. Make it easier for the public to engage with government
9. Identify new and effective ways to engage the public in policy development through the use of innovative tools and technologies
10. Harness the knowledge of sector experts to improve government’s policy development process
11. Develop tools and processes for collaboration and community-based research
12. Foster a culture of Open Government
Pillar 1: Open Information

Open Information refers to the proactive release of government documents in a timely manner and in user-friendly formats. The objective of Open Information is to make more information available and improve its accessibility, organization and usability.

The Government of Newfoundland and Labrador possesses significant amounts of information about our province. Improving access to this public information, including program and policy documents, archival materials, scientific data and financial and expenditure information, is an essential element of open government. Providing this information to the public leads to greater accountability and transparency.

Issues: What We Heard During the Public Consultations

► Redesign the Government of Newfoundland and Labrador website.
► Create a better search engine for the Government of Newfoundland and Labrador website.
► Add more keywords to documents so it is easier to locate the document and to search for information within the document.
► Release more information proactively.

What Government has Done to Date:

In support of Open Information, to date, the province has:

► Modernized access to information and protection of privacy processes, including shorter timelines for access requests, elimination of application costs and implementation of online payment.
► Developed proactive disclosure guidelines for departments and agencies.
► Increased the use of electronic information management systems for departments and agencies.
The Government of Newfoundland and Labrador will:

1. Make information, programs and services more user-friendly and engaging

Throughout the public engagement sessions, the most frequent comment made by participants centered on the difficulty in finding government information. Participants specifically stated that government’s website needs to be user-friendly and easy to search in order to find information on programs and services offered by government.

Making information more user-friendly will help to build a more engaged and informed citizenry, which leads to increased knowledge-sharing and better policies, decisions, programs and services.

The key milestones for the delivery of this commitment are to:

1.1 Improve the Government of Newfoundland and Labrador main webpage to strengthen access to programs and services.

1.2 Provide searchable access to information that is proactively disclosed on the Open Government webpage – www.open.gov.nl.ca.

1.3 Expand the use of social media, texting and instant messaging to connect the public with government services.

1.4 Launch a digital library of government publications to provide access to information.

1.5 Develop tools, resources and initiatives to help Newfoundlanders and Labradorians access, use and understand digital information and technologies.

1.6 Publish contact information for local offices on government webpages.
2. **Streamline and enhance the access to information process**

Following the statutory review of the *Access to Information and Protection of Privacy Act (ATIPPA)*, the ATIPPA review committee proposed a number of changes to practices and procedures aimed at improving users' experience with the access to information process. In 2015, government committed to implementing all recommendations of the committee, including the creation of an online application system. The online application system was completed and launched in June 2015.

Enhancing and simplifying the access to information process is important in providing Newfoundlanders and Labradorians with access to information.

The key milestones for the delivery of this commitment are to:

- **2.1** Complete an access to information web portal that enables citizens to search completed access requests across all government departments and includes an online payment system for access requests.

- **2.2** Continue to deliver training to employees of government and other public bodies on new access to information requirements.

3. **Expand the amount of publicly available government information**

During the public engagement sessions, participants – both internal and external to government – stressed the need for government to release more data and information proactively and have it available online.

Government will expand the proactive release of information on government activities, programs, decisions and services, making more information available online. Expanding the amount of information available to the public will provide Newfoundlanders and Labradorians with information they need to make informed choices on matters of importance to them or to understand decisions and policies of government.
The key milestones for the delivery of this commitment are to:

3.1 Proactively release as much Cabinet material as possible that is more than 20 years old, particularly related to routine matters.

3.2 Post licences, registrations and approvals online, such as approvals for land development, environmental protection, licenced electrical contractors, commercial hunting guides and liquor licences.

3.3 Disclose various inspection reports, such as childcare inspection reports, school bus inspection reports and commercial vehicle inspection reports.

3.4 Maximize access to scientific research funded by the Government of Newfoundland and Labrador by posting the results of such research online.

3.5 Release travel expense claims for government executives.

3.6 Release evaluations completed on government programs.

3.7 Link existing open government information from departments, agencies, boards and commissions to the Open Information webpage.
Pillar 2: Open Data

Open Data refers to the release of government data, under an open licence, which is free of charge for anyone to use and reuse for any purpose. The objective of this pillar is to promote the proactive disclosure of data and encourage innovation through sharing.

Globally, governments recognize that free and open access to government data can provide valuable information to residents, businesses and other stakeholders. Under the Open Government Action Plan, the Government of Newfoundland and Labrador is committed to shifting to an environment where data is released openly to the public by default, while respecting privacy, security and confidentiality restrictions. Government is also committed to supporting citizens, businesses and other stakeholders in using open data.

Issues: What We Heard During the Public Consultations

- Provide guidance to departments on how to manage government data so that it can be captured appropriately and released publicly.
- Provide supports to the public so they can locate the data they desire.
- Collaborate with the private sector on the use of open data.
- Develop a web portal as a single point of access for data.
- Release more data proactively in usable and manipulable formats.

What Government Has Done to Date:

In support of Open Data, to date, the province has:

- Launched an Open Data website – www.opendata.gov.nl.ca.
- Developed an Open Data inventory and Open Data guidelines.
- Created Open Data applications to enable users to analyze data in tables, charts and other visual formats.
4. Expand the data available on the Open Data website

Open data fuels innovation which can grow the economy, benefit society and advance government transparency and accountability. Participants in the Open Government public engagement sessions clearly stated that they want more data on a variety of topics and that data should be made available in machine-readable and manipulable formats.

Having launched the portal for Open Data and the Open Government Licence, the Government of Newfoundland and Labrador is focused on expanding the data that is available on the Open Data website.

The key milestones for the delivery of this commitment are to:

4.1 Release an inventory of datasets with estimated timelines for public release.

4.2 Create a citizen dashboard (an online interactive visual data tool used to provide information about services and projects, such as performance and status of implementation) to increase the information available to the public about government performance.

4.3 Link existing open data currently posted on government and agency, board and commission websites to the Open Data website.

4.4 Provide links from Newfoundland and Labrador’s Open Data website to other open data sites, including the Government of Canada’s Open Data portal (www.data.gc.ca).
5. Support public use of open data

Government collects a broad range of data in order to develop programs and services and inform the decisions it makes.

Since the launch of the Open Government Initiative, government has heard from businesses, academics, students and developers that they want access to more data that is machine-readable so they can create applications, write proposals, inform research or understand policy decisions.

Government will work to support collaboration with the public and private sectors, community groups and academia to promote the public use and commercialization of Open Data.

The key milestones for the delivery of this commitment are to:

5.1 Host a Codefest that challenges computer programmers and developers to use open data to create new applications or software.

5.2 Work with entrepreneurs and the business community to identify opportunities to commercialize public data.

6. Increase transparency in government spending in an open format

Government spends billions of dollars annually on programs and services. Newfoundlanders and Labradorians need to understand how this money is being spent. Since launching the Open Government Initiative, government has heard from residents that they want access to information on awarded contracts and budget information in an open format.

Government will strengthen the openness and transparency of public spending by making this available in an open data format.

The key milestones for the delivery of this commitment are to:

6.1 Disclose contract award data for contracts above $10,000 through an online centralized database.

6.2 Beginning in Budget 2016, release budgetary information in an open data format.
6.3 Disclose government expenditure data, including cash spending and vendor payments.

6.4 Disclose grant payment data.

7. Increase transparency in appointments and human resources

Information relating to appointments and costs to government for human resources is commonly disclosed to varying degrees across Canada and internationally. This kind of information has been the subject of past access to information requests received by government and was also raised by individuals following the launch of the Open Government Initiative.

Proactively releasing this information as open data provides a more open and accountable system of government giving Newfoundlanders and Labradorians access to compensation and appointment information in a usable and manipulable format.

The key milestones for the delivery of this commitment are to:

7.1 Publish a compensation disclosure list for all core government employees earning more than $100,000 annually, including salaries, wages, overtime pay, bonuses, allowances, honorariums and severance pay.

7.2 Extend compensation disclosure to include agencies, boards and commissions by April 1, 2016.

7.3 Release salary ranges by classification for government employees.

7.4 Launch an agency, boards and commissions appointments database.

7.5 Release human resource spending by department and agency.
Pillar 3: Dialogue

Dialogue refers to interactive engagement activities that capture the public’s ideas, insights and expertise to inform government decision-making. The objective of Dialogue is to create more, better and different opportunities for public engagement and participation. Dialogue assists in building trust between governments and residents, and ensures that public policy benefits from the expertise and knowledge of stakeholders outside the public service. Dialogue begins when the public is better aware of the ways to interact with government and is enhanced when innovative tools are employed to reach the broadest number of residents possible.

Issues: What We Heard During the Public Consultations

- Provide an online list of government initiatives requiring public input, including whom to contact with input or inquiries, as well as their stage of progress.
- Use more visuals and infographics in public engagement activities and materials.
- Offer a variety of public engagement activities that meet the diverse needs and preferences of residents.

What Government Has Done to Date:

In support of dialogue, to date, the province has:

- Developed and delivered training on public engagement capacity building throughout the public service.
- Developed a Public Engagement Guide for departments and agencies.
- Expanded the use of social media tools (e.g. Twitter, Zoomph and the Dialogue App) in public engagement, such as through the Premier's Summit on Health Care.
► Increased the use of technology in public engagement processes to enhance accessibility such as with the Poverty Reduction Strategy and the Crime and Community Safety Advisory Committee

► Used the Dialogue App, which allowed the public to post ideas related to public spending online, to inform Budget 2015.

► Enhanced annual Budget documents through the use of infographics and charts, new targeted publications on infrastructure spending and fee changes, videos and fact sheets.


The Government of Newfoundland and Labrador will:

8. **Make it easier for the public to engage with government**

Improving how government engages with Newfoundlanders and Labradorians helps ensure that the public’s ideas, insights and expertise contribute to government decisions and policies.

During the public engagement sessions, participants highlighted the need for government to increase awareness of the opportunities for the public to provide input into decision-making. They also emphasized that government should provide the public with greater choice in how they wish to be engaged.

Enhanced public dialogue has the ability to improve the quality of government decision-making and can provide opportunities for government and the public to learn from one another.

The key milestones for the delivery of this commitment are to:

8.1 **Create an online platform for public petitions.**

8.2 **Develop an Engage NL registry where residents can sign up to receive updates on public engagement opportunities and specify their areas of interest.**
9. **Identify new and effective ways to engage the public in policy development through the use of innovative tools and technologies**

As technology evolves and the public’s expectations change around engaging with government, open policy-making offers different avenues for people to provide input on government policies during development. Using innovative platforms, such as wikis, allows the public to edit or comment on a document online.

Participants at public engagement sessions suggested that government needs to continually improve its approach to public engagement through the use of innovative tools and methods.

The key milestones for the delivery of this commitment are to:

9.1 **Encourage greater public input on policy and program development, as appropriate.**
Collaboration refers to the meaningful relationships between entities – both formal and informal – that arise when those with a complementary purpose agree to work together to achieve something no single entity could achieve alone. The objective of Collaboration is to build and support new collaborative activities and processes.

Collaboration enables government to work with partners, organizations and communities to achieve shared goals. Through collaboration, government shares knowledge and resources to address issues, build consensus and identify potential common solutions to public policy challenges.

Issues: What We Heard During the Public Consultations

► Establish guidelines regarding how employees should collaborate with outside groups.
► Collaborate more often and in new and different ways with stakeholders during the development of programs and policies.
► Identify collaboration champions within government to improve both internal and external collaboration.

What Government Has Done to Date:

In support of collaboration, to date, the provincial government has:

► Delivered workshops on partnership brokering and collaboration to government employees and community sector organizations.

The Government of Newfoundland and Labrador will:

10. Harness the knowledge of sector experts to improve government’s policy development process

Sector experts have the potential to add tremendous value to government policy development processes. They can share new ideas about how to address complex challenges and identify practical and innovative solutions to them.

Innovation labs and communities of practice have emerged in a number of jurisdictions nationally and internationally as creative and collaborative ways to help government find solutions to social and economic issues.

The key milestones for the delivery of this commitment are to:

10.1 Develop and support a multi-sector Collaboration Innovation Lab, a forum which brings together stakeholders with diverse perspectives, to work together in designing new approaches and solutions to public policy challenges.

10.2 Create Open Government communities of practice, comprised of internal and external to government stakeholders, for each of the four pillars of the Open Government Action Plan.

11. Develop tools and processes for collaboration and community-based research

Collaboration involving community groups, business and labour communities, academic institutions and government is a common way to find solutions to difficult issues.

Participants from the public engagement sessions commented that they want government to improve its current approach to collaboration and suggested increased training of public employees involved in collaborative partnerships.

Community-based research is an example of how to bring together stakeholders for the purpose of generating knowledge that can inform decisions and drive policy innovation.
The key milestones for the delivery of this commitment are to:

11.1 Develop a Guide to Effective Collaboration for government and its partners, along with learning materials on collaborative community-based research.

11.2 Launch a Collaboration Incentive Fund totaling $200,000 annually.

11.3 Establish the Office of Public Engagement as a navigator for members of the public who have innovative ideas to share with government.
To support implementation of the Action Plan, government will:

12. Foster a culture of Open Government

True openness requires government-wide commitment as well as broad and deep buy-in on the part of departments and employees.

A dominant theme emerged during the public engagement process. Specifically, participants repeatedly stated that for openness to truly emerge within government, a fundamental culture shift is required. Public employees repeatedly said they support the principles of openness. They believe in making more information and data available and being able to be involved in dialogue and collaborative initiatives. They also said they need the tools to do these things.

Implementing processes to shift culture is a critical factor in the success of the various actions proposed in this draft action plan which will empower public employees to implement open government principles. These processes will be important to assess what is needed for employees to be open-government-minded in their work.

The key milestones for the delivery of this commitment are to:

12.1 Issue a Directive on Open Government from the Clerk of the Executive Council to provide clear expectations and policy for employees to support a culture of openness.

12.2 Establish a committee of Deputy Ministers to guide the implementation of the Open Government Action Plan.

12.3 Develop resources and provide guidance that foster a culture of openness within the Government of Newfoundland and Labrador.

12.4 Identify Open Government Champions in all departments and agencies to lead each entity’s Open Government efforts.

12.5 Measure success of the Open Government Action Plan in a manner consistent with the globally recognized Independent Reporting Mechanism of the international Open Government Partnership through annual self-assessments and an independent assessment starting in the second year.
As a result of the commitment in March 2014 and consistent with the Open Government Partnership, Newfoundland and Labrador joins more than 66 countries around the world in embracing open government and making it a central part of how citizens and government interact. Open government means sharing information freely, bringing more viewpoints to the policy development process and expanding access to data.

With the release of Newfoundland and Labrador’s first Open Government Action Plan, the provincial government has committed to being open by default and to undertaking 43 actions over the next three years to deliver on this commitment. The Open Government Action Plan is being provided, first, in draft format, so the public can express their views on it. After 30 days, the feedback will be used to finalize the action plan. The final plan will chart how the Government of Newfoundland and Labrador will move forward toward a more open and collaborative relationship with the people it serves.
### Pillar 1: Open Information

#### Commitment 1: Make information, programs and services more user-friendly and engaging

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
<th>Timelines</th>
<th>Lead Responsibility</th>
<th>Grand Challenge(s)</th>
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</thead>
<tbody>
<tr>
<td>1.1 – Improve the Government of Newfoundland and Labrador’s main webpage to strengthen access to programs and services.</td>
<td>Government will improve its main webpage with a more user-centric approach.</td>
<td>This action will be initiated in 2015 and completed in 2018.</td>
<td>Office of the Chief Information Officer (OCIO), with support from the Communications Branch – Executive Council</td>
<td>GC1, GC2</td>
</tr>
<tr>
<td>1.2 – Provide searchable access to information that is proactively disclosed on the Open Government webpage – <a href="http://www.open.gov.nl.ca">www.open.gov.nl.ca</a>.</td>
<td>Government will develop and launch a search engine on the website to make it easier to search and query any information that is proactively disclosed by departments and agencies.</td>
<td>This action will be initiated and completed in 2016.</td>
<td>OCIO, with support from the Office of Public Engagement (OPE)</td>
<td>GC1, GC2</td>
</tr>
<tr>
<td>1.3 – Expand the use of social media, text and instant messaging to connect the public with government services.</td>
<td>Government will expand the use of innovative technologies such as social media, text and instant messaging to provide another avenue for communication between government and citizens.</td>
<td>This action will be initiated in 2016 and completed in 2018.</td>
<td>Communications Branch – Executive Council, with support from the OCIO</td>
<td>GC1, GC5</td>
</tr>
<tr>
<td>Action</td>
<td>Description</td>
<td>Initiation</td>
<td>Completion</td>
<td>Responsible Bodies</td>
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<td><strong>1.4 – Launch a digital library of government publications to provide access to information</strong></td>
<td>Government will design and launch a digital library of published documents (e.g. government-commissioned reports, responses to access to information requests, etc.) via a single webpage.</td>
<td>This action will be initiated in 2016 and completed in 2017.</td>
<td>Communications Branch – Executive Council, with support from the OCIO</td>
<td>GC1, GC2</td>
</tr>
<tr>
<td><strong>1.5 – Develop tools, resources and other initiatives to help Newfoundlanders and Labradorians access, use and understand digital information and technologies.</strong></td>
<td>More than ever, technology is being used to communicate with and provide information to the public. In order to provide citizens with the necessary skills to use and understand digital information and technologies, government will develop a Digital Literacy Framework which focuses on adult learners, including the establishment of technology literacy benchmarks for students participating in Levels I, II and III of the provincial Adult Basic Education program. The need for digital literacy and how it addresses isolation and provides important life skills for everyday tasks, such as banking, will be included in the next Provincial Healthy Aging Policy Framework.</td>
<td>This action will be initiated in 2016 and completed in 2018.</td>
<td>Department of Advanced Education and Skills, with support from Seniors, Wellness and Social Development</td>
<td>GC1, GC2</td>
</tr>
<tr>
<td><strong>1.6 – Publish contact information for local offices on government webpages.</strong></td>
<td>To ensure Newfoundlanders and Labradorians have access to public employees in local regions, government will publish contact information for government offices in local areas.</td>
<td>This action will be initiated and completed in 2015.</td>
<td>Communications Branch – Executive Council, working closely with government departments</td>
<td>GC1, GC2</td>
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## Commitment 2: Streamline and enhance the access to information process

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<th>Lead Responsibility</th>
<th>Grand Challenge(s)</th>
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<tbody>
<tr>
<td>2.1 – Complete an access to information web portal that enables citizens to search completed access requests across all government departments and includes an online payment system for access requests.</td>
<td>Government will develop and launch a new webpage that includes a search engine on the website (e.g. by department, date, subject, etc.) and an online payment system. This will make it easier to search and query any ATIPP requests currently on the site.</td>
<td>This action will be initiated and completed in 2015.</td>
<td>OPE with support from OCIO and Office of the Comptroller General (OCG).</td>
<td>GC1, GC2</td>
</tr>
<tr>
<td>2.2 – Continue to deliver training to employees of government and other public bodies on new access to information requirements.</td>
<td>Government will deliver training to employees on ATIPPA, 2015 to ensure public body employees are aware of the new access to information requirements and meet legislative requirements.</td>
<td>This action will be initiated in 2015. Implementation will be ongoing.</td>
<td>OPE</td>
<td>GC1, GC2, GC5</td>
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## Commitment 3: Expand the amount of publicly available government information

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<tr>
<th>Action</th>
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<td>3.1 – Proactively release as much Cabinet material as possible that is more than 20 years old, particularly related to routine matters.</td>
<td>Government will proactively release as much Cabinet material as possible that is more than 20 years old, consistent with the recommendation of the ATIPPA Review Committee. This will provide the public with access to important historical documents around the decisions made by the Government of Newfoundland and Labrador.</td>
<td>This action will be initiated in 2015. Implementation will be ongoing.</td>
<td>Cabinet Secretariat, with support from OCIO</td>
<td>GC2, GC5</td>
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<tr>
<td>Action</td>
<td>Description</td>
<td>Status</td>
<td>Responsible Department(s)</td>
<td>Support from GC:</td>
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<tr>
<td>3.2 – Post licences, registrations and approvals online, such as approvals for land development, environmental protection, licenced electrical contractors, commercial hunting guides and liquor licences.</td>
<td>Government will assess what licences, registration and approvals are currently being issued and posted those that are ready for online publication. Making such information publicly available helps to protect the public against unlicenced companies or individuals.</td>
<td>This action will be initiated in 2015 and completed in 2017.</td>
<td>Service NL, Natural Resources (NR) and Environment and Conservation (ENV), with support from OCIO</td>
<td>GC1, GC2, GC4, GC5</td>
</tr>
<tr>
<td>3.3 – Disclose various inspection reports, such as childcare inspection reports, school bus inspection reports and commercial vehicle inspection reports.</td>
<td>Government will release an initial selection of inspection reports that have been identified as being of interest to the public, including bus inspection reports and commercial vehicle inspection reports. Providing access to inspection reports enables residents to make informed choices on matters of importance to them.</td>
<td>This action will be initiated in 2015 and completed in 2016.</td>
<td>Service NL and Education and Early Childhood Development (EECD), with support from OCIO</td>
<td>GC1, GC2, GC4, GC5</td>
</tr>
<tr>
<td>3.4 – Maximize access to scientific research funded by the Government of Newfoundland and Labrador by posting the results of such research online.</td>
<td>Government will post online publications and results of scientific research wholly funded by the Government of Newfoundland and Labrador, enabling greater collaboration, coordination and access where research is concerned.</td>
<td>This action will be initiated in 2015 and completed in 2018.</td>
<td>Department of Environment and Conservation, with support from the Department of Fisheries and Aquaculture</td>
<td>GC1, GC2, GC5</td>
</tr>
<tr>
<td>3.5 – Release Travel Expense Claims for government executives.</td>
<td>Government will release travel expense claims for government executives to enhance public accountability for the use of public funds.</td>
<td>This action will be initiated and completed in 2015.</td>
<td>OPE, with the cooperation of all departments and agencies</td>
<td>GC2, GC3, GC5</td>
</tr>
<tr>
<td>3.6 – Release evaluations completed on government programs.</td>
<td>Government will release evaluations that have been completed on government programs to ensure increased access to information and to increase transparency around decision making and the use of public funds.</td>
<td>This action will be initiated and completed in 2015.</td>
<td>Policy Innovation and Accountability Office, with the cooperation of all departments and agencies</td>
<td>GC1, GC2, GC3, GC5</td>
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</table>
3.7 – Link existing Open Government information from departments, agencies, boards and commissions to the Open Information webpage.

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<th>Grand Challenge(s)</th>
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<tr>
<td>3.7 – Link existing Open Government information from departments, agencies, boards and commissions to the Open Information webpage.</td>
<td>Government will link existing open information from departments, agencies, boards and commissions to the Open Information webpage. This will make it easier to locate information already available and being proactively disclosed.</td>
<td>This action will be initiated in 2015 and completed in 2016.</td>
<td>OPE, with the cooperation of all departments and agencies</td>
<td>GC2</td>
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Pillar 2: Open Data

Commitment 4: Expand the data available on the Open Data website

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<tr>
<td>4.1 – Release an inventory of datasets with estimated timelines for public release.</td>
<td>Government will evaluate all datasets in the inventory to determine suitability for release and will publish the list of datasets with estimate timelines for public release. Government will release data in machine-readable formats and subject to the Open Government Licence.</td>
<td>This action will be initiated in 2015 and completed in 2018.</td>
<td>Newfoundland and Labrador Statistics Agency (NLSA) and OPE, with support from OCIO and other departments holding data</td>
<td>GC1, GC2, GC3, GC4, GC5</td>
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<tr>
<td>4.2 – Create a citizen dashboard (an online interactive visual data tool used to provide information about services and projects, such as performance and status of implementation) to increase the information available to the public about government performance.</td>
<td>Government will work with select departments to prepare relevant indicators on the performance or status of services and projects to create and launch a citizen dashboard that includes graphic visualizations of certain services and their performance. The dashboard is an interactive visual data tool used to provide information to citizens about services and projects, such as their status of implementation and other performance information.</td>
<td>This action will be initiated in 2016 and completed in 2018.</td>
<td>OPE, with support from NLSA OCIO, Service NL and the Department of Transportation and Works</td>
<td>GC1, GC2, GC3, GC4, GC5</td>
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</table>
### 4.3 – Link existing open data currently posted on government and agency, board and commission websites to the Open Data website.

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<tr>
<td>Open data currently posted on government, agency, board and commission websites will be linked to the Open Data webpage to make it easier to locate available data.</td>
<td>This action will be initiated in 2015 and completed in 2016.</td>
<td>OPE, with the cooperation of all departments and agencies</td>
<td>GC2</td>
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### 4.4 – Partner with other jurisdictions on open data. Link the Government of Canada’s Open Data portal (www.data.gc.ca) to the Newfoundland and Labrador Open Data website.

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<tr>
<td>Government will link the Government of Canada’s Open Data portal to the Newfoundland and Labrador Open Data website to enhance the accessibility of data that is being released by the Federal Government. Government will also explore opportunities to partner with other jurisdictions on Open Data so that data that is housed on open data portals in other Canadian jurisdictions can be easily found and downloaded.</td>
<td>This action will be initiated and completed in 2015. This action will be initiated in 2015 and completed in 2017.</td>
<td>OPE</td>
<td>GC2</td>
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## Commitment 5: Support public use of Open Data

### 5.1 – Host a Codefest that challenges computer programmers and developers to use open data to create new applications or software.

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<tr>
<td>A codefest or application development event brings together coders, designers and businesses to create apps, tackle challenges and compete for prizes. A pilot codefest will challenge participants to build an online petition platform using the open source code made available by the United States Government. It is anticipated that other codefests will be held in subsequent years.</td>
<td>This action will be initiated and completed in 2016.</td>
<td>OPE, with support from OCIO</td>
<td>GC1, GC3</td>
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</table>
### 5.2 – Work with entrepreneurs and the business community to identify opportunities to commercialize public data.

Government will work with entrepreneurs and the business community to support and identify opportunities to promote the public use and commercialization of open data.

This action will be initiated in 2015 and completed in 2018.

Business, Tourism, Culture and Rural Development  
GC1, GC3

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### Commitment 6: Increase transparency in government spending in an open format

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<tr>
<td><strong>6.1 – Disclose contract award data for contracts above $10,000 through an online centralized database.</strong></td>
<td>Government will release data on awarded contracts above $10,000, to ensure government accountability and transparency around the use of public funds.</td>
<td>This will be initiated in 2015 and completed in 2017.</td>
<td>Government Purchasing Agency (GPA), with support from OCIO</td>
<td>GC2, GC3, GC5</td>
</tr>
<tr>
<td><strong>6.2 – Beginning in Budget 2016, release budgetary information in an open data format.</strong></td>
<td>Government will release Budget 2016 in an open data format to facilitate analysis by the public. Subsequent budgets will be released in open data formats.</td>
<td>This will be initiated and completed in 2016.</td>
<td>Department of Finance, with support from OCIO</td>
<td>GC2, GC3, GC5</td>
</tr>
<tr>
<td><strong>6.3 – Disclose government expenditure data, including cash spending and vendor payments.</strong></td>
<td>Government will release data in machine-readable formats relating to government expenditures, including cash spending and vendor payments.</td>
<td>This will be initiated in 2015 and completed on an annual basis.</td>
<td>Department of Finance, with support from OCIO</td>
<td>GC2, GC3, GC5</td>
</tr>
<tr>
<td><strong>6.4 – Disclose grant payment data.</strong></td>
<td>Government will proactively disclose data on its Open Data webpage under its Open Government Licence for grant payments.</td>
<td>This will be initiated in 2015 and completed on an annual basis.</td>
<td>Department of Finance, with support from OCIO</td>
<td>GC2, GC3, GC5</td>
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<td>Action</td>
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<td>7.1 – Publish a compensation disclosure list for all core government employees earning more than $100,000 annually, including salaries, wages, overtime pay, bonuses, allowances, honorariums and severance pay.</td>
<td>Government will compile and publish its first list of employees with earnings over $100,000 per year, including salaries, wages, overtime pay, bonuses, allowances, honorariums and severance pay. The publication of this list will occur on an annual basis.</td>
<td>This will be initiated and completed in 2016 and published on an annual basis.</td>
<td>HRS, with support from OCIO</td>
<td>GC2, GC3, GC5</td>
</tr>
<tr>
<td>7.2 – Extend compensation disclosure to include agencies, boards and commissions by April 1, 2016.</td>
<td>Agencies, boards and commission will publish their own compensation disclosure list by April 1, 2016. The publication of this list will occur on an annual basis.</td>
<td>This will be completed in 2016.</td>
<td>Agencies, boards and commissions</td>
<td>GC2, GC3, GC5</td>
</tr>
<tr>
<td>7.3 – Release salary ranges by classification for government employees.</td>
<td>Government will release salary ranges by classification for all government employees.</td>
<td>This will be initiated and completed in 2015.</td>
<td>HRS, with support from OCIO</td>
<td>GC2, GC3, GC5</td>
</tr>
<tr>
<td>7.4 – Launch an agency, boards and commissions appointments database.</td>
<td>Government will develop a searchable database with information about appointments to agencies, boards and commissions. This database will include appointee names, appointment and expiry dates, position titles, public bodies responsible and authorities.</td>
<td>This will be initiated and completed in 2015.</td>
<td>Cabinet Secretariat, with support from OCIO and those public bodies responsible for agencies, boards and commissions.</td>
<td>GC2, GC5</td>
</tr>
</tbody>
</table>
7.5 – Release human resource spending by department and agency.

Government will release human resource spending by department and agency in an open data format to ensure government accountability and transparency and provide the public with a better understanding of how their tax dollars are being spent.

This will be initiated and completed in 2016 and published on an annual basis.

HRS, with support from OCIO, and the Department of Finance

GC2, GC3, GC5

Pillar 3: Dialogue

Commitment 8: Make it easier for the public to engage with government

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</table>
| 8.1 – Create an online platform for public petitions. | An online petition platform will allow citizens to petition government on a range of issues. The platform can be used to address a problem, support or oppose a proposal, or change a policy or planned action. Government would respond to online petitions that reach a 5,000 e-signature threshold within 30 days and meet certain other criteria (e.g., do not contain obscene or vulgar language).

Government will host a codefest to develop an app for this platform. | This will be initiated and completed in 2016. | OPE, with support from OCIO | GC1, GC2, GC5 |
8.2 – Develop an Engage NL registry where residents can sign up to receive updates on public engagement opportunities and specify their areas of interest.

The registry will facilitate civic engagement by ensuring the public receives adequate notice of engagement events and other opportunities. Individuals will sign up by providing their contact information and indicating the topics they are interested in or have expertise in. Departments would use this information to automatically notify citizens of engagement opportunities (e.g., consultations, workshops and surveys) that align with their interests.

This will be initiated in 2016 and completed in 2017.

OPE, with support from OCIO

GC1, GC2, GC5

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Commitment 9: Identify new and effective ways to engage the public in policy development through the use of innovative tools and technologies

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<tr>
<th>Action</th>
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<th>Grand Challenge(s)</th>
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<tr>
<td>9.1 – Encourage greater public input on policy and program development, as appropriate.</td>
<td>Government will pilot the use of wikis by posting this draft Action Plan online for the public to comment on or modify. Government will assess the use of wikis as an open policy-making tool as well as other policy development tools and technologies.</td>
<td>This will be initiated in 2015 and completed in 2016.</td>
<td>OPE, with support from OCIO</td>
<td>GC1, GC3</td>
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</table>
### Pillar 4: Collaboration

**Commitment 10: Harness the knowledge of sector experts to improve government's policy development process**

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<th>Action</th>
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<th>Timelines</th>
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<tr>
<td>10.1 – Develop and support a multi-sector Collaboration Innovation Lab, a forum which brings together stakeholders with diverse perspectives, to work together in designing new approaches and solutions to public policy challenges.</td>
<td>Government will bring together representatives from various sectors (industry, business, labour, community, academia and public sector) to examine difficult societal problems or challenges and develop novel and innovative solutions. Upon completion of the lab’s work, government will undertake an assessment to inform decisions about the future use of innovation labs.</td>
<td>This action will be initiated in 2015 and completed in 2016.</td>
<td>OPE and the Policy Innovation and Accountability Office</td>
<td>GC1, GC3</td>
</tr>
<tr>
<td>10.2 – Create Open Government communities of practice, comprised of internal and external to government stakeholders, for each of the four pillars of the Open Government Action Plan.</td>
<td>Government will establish communities of practice that engage sector experts and departmental officials in ongoing dialogue about each of the four Open Government pillars. The communities will learn about and discuss relevant issues, share ideas and insights about challenges, and propose possible ways for government to become more open.</td>
<td>This action will be initiated in 2015 and completed in 2016.</td>
<td>OPE, with support from the Centre for Learning and Development (CLD)</td>
<td>GC5</td>
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### Commitment 11: Develop tools and processes for collaboration and community-based research

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<th>Grand Challenge(s)</th>
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<tr>
<td>11.1 – Develop a Guide to Effective Collaboration for government and its</td>
<td>Government will develop community-based research materials that will improve government employees’ knowledge and understanding of this collaborative and participatory way of generating useful information about issues of relevance to departments. Government will also develop a guide to effective collaboration for use by employees and external stakeholders that will assist all involved to build and sustain better collaborative processes.</td>
<td>This action will be initiated in 2015 and completed in 2016. This action will be initiated in 2015 and completed in 2017.</td>
<td>OPE, with support from CLD</td>
<td>GC1</td>
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<td>partners, along with learning materials on collaborative community-based research.</td>
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<td>11.2 – Launch a Collaboration Incentive Fund totaling $200,000 annually.</td>
<td>Government will create a Collaboration Incentive Fund that will provide organizations from various sectors including community, business, labour and academic with funding to create collaborative initiatives that contribute to the development and prosperity of the province. This fund will be administered annually and fund up to 20 projects with a maximum amount of $20,000 per project.</td>
<td>This action will be initiated in 2015 and implementation will be ongoing.</td>
<td>OPE</td>
<td>GC1</td>
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</table>
11.3 – Establish the Office of Public Engagement as a navigator for members of the public who have innovative ideas to share with government. The Office of Public Engagement will be established as a navigator for members of the public who have innovative ideas they want to share with government departments. The OPE will connect such individuals with the appropriate department or agency. This action will be initiated in 2015 and completed in 2016. OPE, with support from departments and agencies GC1

Moving Forward

Commitment 12: Foster a culture of Open Government

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<th>Action</th>
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<tr>
<td>12.1 – Issue a Directive on Open Government to provide clear expectations and policy for employees to follow to support being a culture of openness.</td>
<td>In order to foster a culture of open government, support for this initiative and these actions has to be at all levels within government. In support of this, the Clerk of the Executive Council will issue a Directive on Open Government which sets out clear expectations and policy for employees which supports a culture of openness.</td>
<td>This action will be initiated and completed in 2015.</td>
<td>The Clerk of the Executive Council</td>
<td>GC1, GC2, GC5</td>
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<tr>
<td>12.2 – Establish a committee of Deputy Ministers to guide the implementation of the Open Government Action Plan.</td>
<td>In order to ensure the various commitments and actions are being implemented in a coordinated fashion and all future departmental initiatives are planned in a way that adheres to the principles of Open Government, it will be important to have a senior-level oversight mechanism. A committee comprised of Deputy Ministers will be established to guide the implementation of the Open Government Action Plan.</td>
<td>This action will be implemented in 2015. Implementation will be ongoing.</td>
<td>The Clerk of Executive Council and the Deputy Minister of OPE, as well as designated Deputy Ministers from a variety of departments</td>
<td>GC1, GC3</td>
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<tr>
<td>Action Number</td>
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<tr>
<td>12.3</td>
<td>Develop resources and provide guidance that foster a culture of openness within the Government of Newfoundland and Labrador.</td>
<td>This action will be initiated in 2015 and completed in 2018.</td>
<td>OPE, in consultation with Cabinet Secretariat</td>
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<tr>
<td>12.4</td>
<td>Identify Open Government Champions in all departments and agencies to lead each entity’s efforts to enact the Plan.</td>
<td>This action will be initiated and completed in 2015.</td>
<td>OPE, with support from Cabinet Secretariat, departments and agencies</td>
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<td>12.5</td>
<td>Measure success of the Open Government Action Plan in a manner consistent with the globally recognized Independent Reporting Mechanism of the international Open Government Partnership through annual self-assessments and an independent assessment starting in the second year.</td>
<td>The first assessment will be initiated in 2015 and completed in 2017 with the second assessment completed in 2018.</td>
<td>OPE will conduct the self-assessment with support from PIAO. The independent assessment will be completed by a consultant.</td>
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Legends:
- OPE: Open Government Secretariat
- GC1, GC2, GC3, GC5: Cabinet Secretariat, departments and agencies
Footnotes

1. While Newfoundland and Labrador, as a sub-national entity, is not a member of the Open Government Partnership, government is committed to meeting the same standards expected of formal Open Government Partnership members. www.opengovpartnership.org

2. Unless otherwise stated, the commitments and actions outlined in this draft action plan apply only to government departments and the following agencies: Fire and Emergency Services-NL, Government Purchasing Agency, Labour Relations Agency, Multi-Material Stewardship Board, Newfoundland and Labrador Housing Corporation, Public Service Commission and Forestry and Agrifoods Agency. Those that apply to other public bodies will be noted in their corresponding descriptions.