



Cabinet Decision Summary Sheet

Ministry: Labour, Citizens' Services and Open Government

Date: 11/01/2012

Title: Open Information Phase II

S12

Contact: Jay Schlosar, A/ADM
(250) 953-3470

A handwritten signature in cursive script, reading "Margaret I.", positioned above the printed name.

Honourable Margaret McDiarmid

January 18, 2012

Date Signed



Progress Report

Ministry: Labour, Citizens' Services and Open Government

Date: 09/01/2012

Issue: Response to Cabinet Committee on Open Government and
Engagement direction on Open Information

S12



S12

Contact: Jay Schlosar, A/ADM
(250)953-3479

A handwritten signature in cursive script, appearing to read "Margaret I.".

Honourable Margaret McDiarmid

January 18, 2012

Date Signed

Open Information Update and Next Steps

Presentation to CCOGE

January 26, 2012

Accomplishments to date

- Implemented the Open Information program
 - Proactive disclosure of responses to FOI requests
 - Monthly routine release of Ministers' and Deputy Ministers' travel expenses
- Passed FOI/PP Act amendments
 - Enables secure information and data sharing
- Directed Ministries through Premier's Direction on Open Information and Open Data

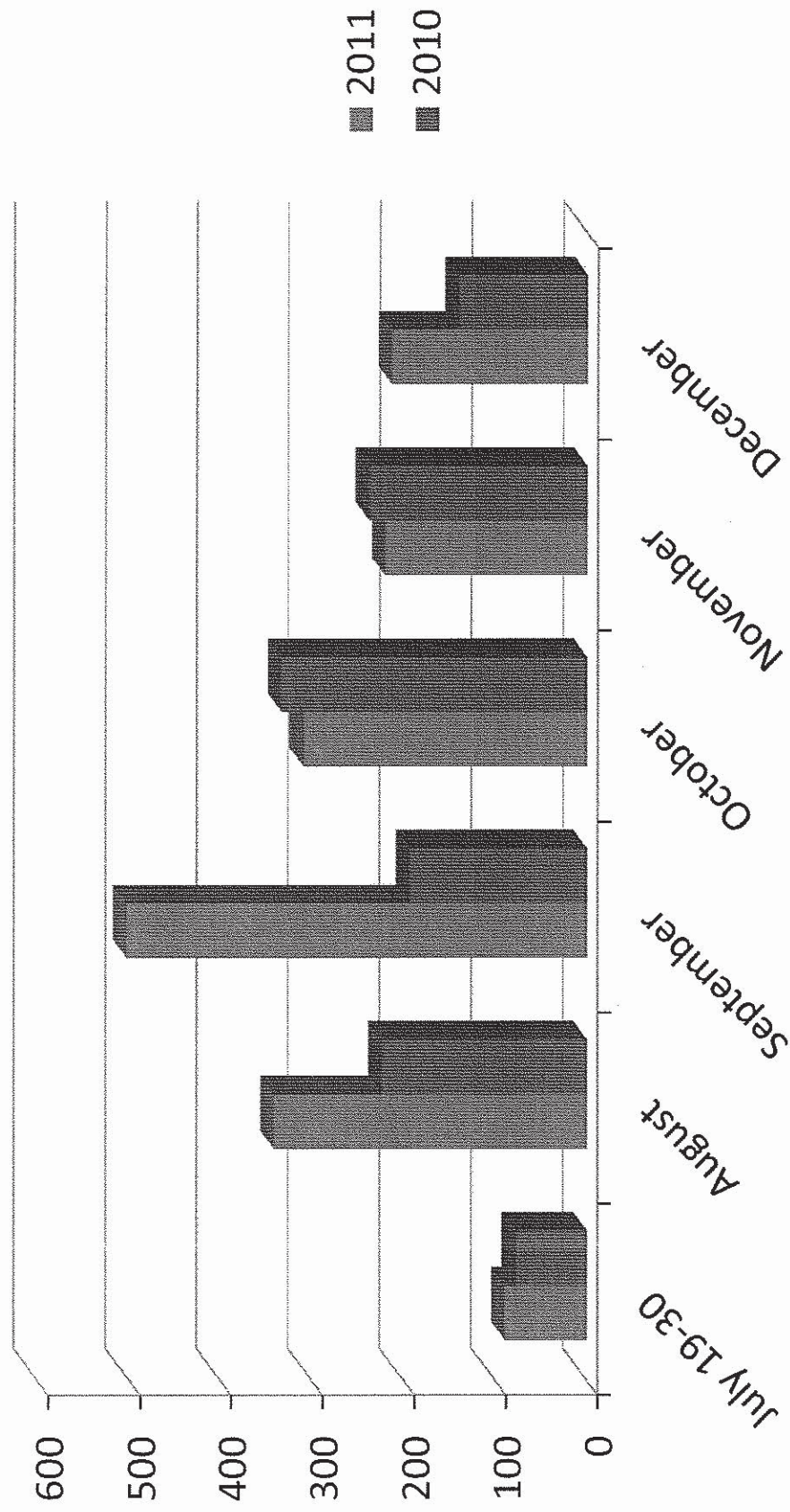
Results since July 19

- Implementation of Open Information program:
 - Considerable volume of material published (731 packages, over 1000 documents, more than 2 GBs of data) – includes FOI releases and travel expense summaries
 - About 155 site visits per day (over the first 2 quarters), with consistent visits from major media and observers
 - Top five downloads in the first quarter:
 - Advice to Premier Designate – Response Package (3,188) and Letter (1,164)
 - Travel Expenses – Premier Christy Clark, June 2011 (1,553)
 - Appointment to the Executive Council – Premier Christy Clark – Response Package (488) and Letter (956)
 - Documents Produced by Pamela Martin, Director of Outreach – Response Package (473) and Letter (436)
 - Travel Expenses – Minister Ida Chong, June 2011 (253)
 - Travel Expenses – Premier Christy Clark, May 2011 (206)

Results since July 19

- Implementation of Open Information program:
 - Proactive disclosure has resulted in approximately 60% of total general releases under FOIPPA being posted without exemption
 - Not including calendars, about 15% of FOI releases were not proactively disclosed due to policy exemptions
 - Number of general FOI requests in the first three months increased over previous year
 - Frequency has diminished in latter months
 - May result in net increase this year (over previous years), but too early to predict as recent months have reduced

General FOI Requests (since July)



Results since July 19

- Passed FOI/PP Act amendments
 - Amendments were introduced on October 4, received Royal Assent on November 14
 - Represented the most significant suite of amendments to the Act since it was introduced in 1993
- Directed Ministries through Premier's Direction on Open Information and Open Data
 - All Ministries have contributed files to proactive disclosure and supported routine release of expenses, but few significant advances in information release
 - Transformation and Technology plans submitted which include inventories and strategies for open information and open data

Pages 11 through 12 redacted for the following reasons:

S12

Emerging External Factors

- Advances in other jurisdictions
 - Government Canada:
 - Commitment to join Open Government Partnership, led by December 6th launch of Open Government consultation
 - Building on Open Information program – routine release of contracts, grants and contributions, and position reclassifications (by departments), summaries of proactively disclosed releases, expenditure summaries
 - Obama Administration
 - Expanding Open Government Initiative with Open Government Partnership: National Action Plan to drive greater transparency within the federal government

Pages 14 through 30 redacted for the following reasons:

Not Responsive

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ESTABLISHING CRITERIA FOR PUBLIC DISCLOSURE OF GENERAL REQUESTS:

OVERVIEW:

The majority of general FOI requests and records responsive to those requests are likely appropriate for public release through the pro-active disclosure initiative. Requests from the media, political parties and interest groups for example, are already released with the expectation that responsive records will be disseminated to the public. However, there are types of requests that are disclosed to individuals, businesses, first nations and other governments with no expectation of broader dissemination and that may not be appropriate for pro-active disclosure. These types of requests are summarized below. It is estimated that approximately 5 to 10% of general requests may fall into one or another of these categories.

GENERAL REQUESTS WITH PERSONAL INFORMATION

These are requests made by or on behalf of individuals, for records relating to public policy issues and/or decisions in which the individual may have a personal interest or may have interacted with Government. For example, a member of the public who makes an application to subdivide his/her private property may request all records about that subdivision, including all correspondence, email, etc., from neighbours and others.

ISSUE:

These requests usually include personal information about the applicant. This information is not severed as it is disclosed only to the applicant. Posting it publicly without consent or without "re-severing" the documents to protect the personal information of the applicant would be considered a privacy breach. In some cases, particularly in small communities, the "mosaic" effect can result in the disclosure of personal information, including the identity of the applicant, even when there is no "explicit" disclosure of personal identifiers in the records. Knowledgeable community members will often know, either by the subject of the request or the content of the records, who the applicant is. Government has committed to the Information and Privacy Commissioner that it will do everything it can to protect the privacy of FOI applicants.

OPTIONS:

1. Post the records as disclosed to the applicant

Pros: Will result in more records being available to the public; will require no additional work by IAO or ministry staff

Cons: Will result in privacy breaches; complaints to the Information and Privacy Commissioner and potential litigation. In some cases the mental or physical safety of the applicant may be put at risk if their identity becomes known.

2. Ask the applicant to consent to the disclosure of their identity and any personal information included in the records and do not post requests where consent is not provided.

Pros: May result in more records being available to the public; would require minimal additional work by IAO and/or ministry staff; reduces risk of inadvertent privacy breach

Cons: Would result in fewer records being disclosed to the public; would require some additional administrative work within IAO

3. "Re-sever" records of general requests with personal information to create a new disclosure package for public posting.

Pros: Will result in more records being disclosed to the public.

Cons: Will significantly increase IAO operational workload and resource pressures; there will still be a risk of inadvertent release, particularly through the "mosaic" effect.

4. Do not publicly post records of General requests with personal information if disclosure of those records may constitute a privacy breach. Establish consistent criteria to assist IAO staff to identify General requests with personal information.

Pros: Will significantly reduce the risk of privacy breaches; would require minimal additional work by IAO and/or ministry staff.

Cons: Will result in fewer records being disclosed to the public; will increase IAO workload and require additional scrutiny through enhanced quality assurance; because any decision to disclose a particular FOI response will require the exercise of discretion and judgement there will still be some risk of inadvertent or accidental disclosure of personal information

RECOMMENDATION:

GENERAL REQUESTS FROM FIRST NATIONS

These are requests made by or on behalf of First Nations, for records relating to reservations, commercial ventures, and/or public or private interests, activities, proposals, developments, etc., on or through reservations or traditional territories. For example, a First Nation may request all records relating to public roads through their reservation, including all commitments or agreements made by the First Nation or its' members and the Government. These requests often involve significant FOI fees paid to government.

ISSUE:

These requests often include the personal information of First Nations members and/or "proprietary" information of the First Nation, such as negotiating information pertaining to general or specific claims. This information is not severed as it is disclosed only to the First Nation applicant. Posting it publicly without First Nation consent or without "re-severing" the documents to protect the personal and/or "proprietary" information of the applicant could in some instances be considered a privacy breach and in others could harm government relations with the First Nation or harm relations between the First Nation and other First Nations

OPTIONS:

1. Post the records as disclosed to the applicant.

Pros: Will result in more records being available to the public; will require no additional work by IAO or ministry staff

Cons: May adversely affect relations between Government and First Nations; may cause First Nations to be less cooperative through the FOI process and more inclined to insist that Government withhold rather than disclose information; may lead to privacy breaches.

2. Ask the First Nation to consent to the disclosure of their information and do not post requests where consent is not provided.

Pros: May result in more records being available to the public; would require minimal additional work by IAO and/or ministry staff; reduces risk of harm to intergovernmental relations

Cons: May result in fewer records being disclosed to the public through both pro-active disclosure and existing FOI processes; would require some additional administrative work within IAO

3. In consultation with First Nation, "Re-sever" records to create a new disclosure package for public posting.

Pros: Will result in more records being disclosed to the public.

Cons: Will significantly increase IAO operational workload and resource pressures.

4. Do not publicly post records of General requests from First Nations if disclosure of those records could harm relations with First Nations. Establish consistent criteria to assist IAO staff to identify General requests from First Nations where disclosure of information could damage relations.

Pros: Will reduce or eliminate the risk of disclosures that could damage relations with First Nations; would require minimal additional work by IAO and/or ministry staff.

Cons: Will result in fewer records being disclosed to the public; will increase IAO workload and require additional scrutiny through enhanced quality assurance;

RECOMMENDATION:

DATA

GENERAL REQUESTS FROM OTHER GOVERNMENTS

These are requests made by or on behalf of another government, including local governments, and the Federal and foreign governments, for records relating to general matters and/or issues specific to that government. For example, a local government may request all records relating to its cost sharing agreements with Government, including all records relating to the negotiations for those agreements.

ISSUE:

These requests may include confidential information of the other government, such as negotiating information pertaining to general or specific agreements. This information is not severed as it is disclosed only to the other government. Posting it publicly without the agreement of the other government or without "re-severing" the documents to protect confidential information could harm relations with the other government.

OPTIONS:

5. Post the records as disclosed to the applicant

Pros: Will result in more records being available to the public; will require no additional work by IAO or ministry staff

Cons: May adversely affect relations between the Government of BC and other governments; may cause other governments to be less cooperative through the FOI process and more inclined to insist that the Government of BC withhold rather than disclose information.

6. Ask the other government to agree to the disclosure of their information and do not post requests where agreement is not reached.

Pros: May result in more records being available to the public; would require minimal additional work by IAO and/or ministry staff; reduces risk of harm to intergovernmental relations

Cons: May result in fewer records being disclosed to the public through both pro-active disclosure and existing FOI processes; would require some additional administrative work within IAO

7. In consultation with other government, "Re-sever" records to create a new disclosure package for public posting.

Pros: Will result in more records being disclosed to the public.

Cons: Will significantly increase IAO operational workload and resource pressures.

8. Do not publicly post records of General requests from other governments if disclosure of those records could harm intergovernmental relations. Establish consistent criteria to assist IAO staff to identify General requests from other governments where disclosure of information could harm intergovernmental relations.

Pros: Will reduce or eliminate the risk of disclosures that could harm relations with other governments; would require minimal additional work by IAO and/or ministry staff.

Cons: Will result in fewer records being disclosed to the public; will increase IAO workload and require additional scrutiny through enhanced quality assurance;

RECOMMENDATION:

GENERAL REQUESTS FROM BUSINESSES

These are requests made by or on behalf of businesses and other commercial entities. Requests may be on any topic but in some cases may relate to public policy issues and/or decisions in which the business may have a commercial interest or may have interacted with Government. For example, an unsuccessful bidder on a Government contract or project may request all records relating to their proposal including internal correspondence or communications and evaluations of their proposal.

ISSUE:

These requests may include confidential information of the business, including commercial, financial or proprietary information. This information is not severed as it is disclosed only to the business applicant. Posting it publicly without the agreement of the business or without "re-severing" the documents to protect confidential business information could harm the commercial interests of the business.

OPTIONS:

1. Post the records as disclosed to the applicant

Pros: Will result in more records being available to the public; will require no additional work by IAO or ministry staff

Cons: May adversely affect relations between the Government of BC and businesses; may cause businesses to be less cooperative through the FOI process and more inclined to insist that the Government of BC withhold rather than disclose information.

2. Ask the Business to agree to the disclosure of their information and do not post requests where agreement is not reached.

Pros: May result in more records being available to the public; would require minimal additional work by IAO and/or ministry staff; reduces risk of harm to Business's commercial interests.

Cons: May result in fewer records being disclosed to the public through both pro-active disclosure and existing FOI processes; would require some additional administrative work within IAO

3. In consultation with Business applicant, "Re-sever" records to create a new disclosure package for public posting.

Pros: Will result in more records being disclosed to the public.

Cons: Will significantly increase IAO operational workload and resource pressures.

4. Do not publicly post records of General requests from businesses if disclosure of those records could harm the commercial interests of the business.

Pros: Will reduce or eliminate the risk of disclosures that could harm the interests of a business; would require minimal additional work by IAO and/or ministry staff.

Cons: Will result in fewer records being disclosed to the public; will increase IAO workload and require additional scrutiny through enhanced quality assurance;

RECOMMENDATION:

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Ministry of Citizens' Services

Open Information Project Charter

Version: 4.2

Date Issued: Jan 12/2011

Executive Lead: Bert Phipps, Chief Operating Officer, Shared Services BC

Author: Mark Tatchell, Project Director

OVERVIEW

1. Background

Several western democracies are implementing “open government” strategies to capitalize on the interactivity of the internet and digital technologies to connect with citizens. These strategies are called “e-government” or “Government 2.0” when they integrate new generation digital media technologies into government structure and operations. Activities under these strategies can range from proactive disclosure of government information and data to engaging citizens in interactive policy making. These shifts are happening because governments recognize that citizens increasingly rely on new media for their sources of information and services. But governments are also pursuing open government strategies as an important opportunity to engage more directly with citizens on the issues that concern them the most.

Earlier this year, the Deputy Minister’s Committee on Transformation and Technology (<https://gwww.gov.bc.ca/wiki/items/dmctt-deputy-ministers-committee-technology-and-transformation>) conducted a scan of the open information initiatives internationally, nationally and within British Columbia. This review revealed the range of approaches jurisdictions have adopted to achieve new public policies aimed at greater transparency, citizen participation and collaboration. For example, the Obama administration in the U.S. has made the Open Government Directive a cornerstone of their reform program. Mexico, the U.K., Australia, Finland and India have all implemented policy directives towards greater disclosure of information. In a few U.S. states, e.g., Utah and California, have created “transparency portals” which allow the public to access their accounting system. Both the Canadian federal government and some provinces have begun to publish on-line summaries or records of officials’ expenses (travel and hospitality), contracts and grants. In British Columbia, the Vancouver Police Department and BC Ferries post information and documents released under *Freedom of Information and Protection of Privacy Act* (“FOIPPA”) applications.

The review also showed that there is no corporate approach to “how”, “what” or “when” information is released even though ministries publish on-line a considerable volume of information through their individual sites. Moreover, most ministries release information only when an FOIPPA application is received. It was proposed to DMCTT that British Columbia could adopt a multi-year, strategic policy regarding the routine and proactive release of information. In doing so, this would position British Columbia among leading jurisdictions promoting openness and transparency.

To that end, on October 28th, 2010, Allan Seckel, Deputy Minister to the Premier and Head of the BC Public Service, launched *Citizens@ The Centre: B.C. Government 2.0*, A Transformation and Technology Strategy for the BC Public Service. This Gov. 2.0 strategy is in response to changes in the profile, expectations and needs of citizens. It calls upon the BC Public Service to utilize new forms of technology and media to create more direct, collaborative and easier interactions between citizens and government. Recognizing that citizens expect to interact more directly with government, the strategy includes new approaches for citizen engagement,

including greater sharing of information about government. As one component of the Gov 2.0 strategy, the Open Information project will result in more information about government being available to citizens through on-line tools.

In the context of this project, proactive disclosure refers to a scheme where documents are supplied not only to the applicant but to the general public through searchable on line applications. In a similar vein, some governments are beginning to routinely publish documents and data that have not been typically released without a formal request under freedom of information legislation.

As the World Bank and others have noted, there are many reasons why governments should publish more information proactively and routinely, such as:

- Giving citizens information about the laws and decisions that govern their lives;
- Promoting accountability in the expenditure of public money;
- Encouraging greater public participation in policy and decision-making; and
- Helping citizens access government services

Government has made significant strides in publishing information that fall within these four categories. Still, it is recognized that British Columbia can do more in proactively and routinely releasing information.

In 2004 and again in 2010, the Legislative Assembly's Special Committee to Review the Freedom of Information and Protection of Privacy Act recommended a routine and proactive disclosure strategy be developed based on submissions from advocacy groups and organizations. Also in 2010, the Information and Privacy Commissioner echoed the Committee's recommendation in a report stating:

Routine disclosure could reduce the costs of freedom of information by avoiding the necessity of responding individually to specific and often repeated access requests for the same information, and enhance openness. The benefit of implementing routine disclosure goes beyond easier public access to information: reports by participating public bodies have indicated that the initial investment is repaid through reduction in access request processing costs (It's About Time - Report Card on the Timeliness of Government's Access to Information Responses, p.20)

This project will give government an opportunity to assess the impact of proactive and routine disclosure on government operations. In 2009/10, government received 7600 FOI requests, of which 2280 (or 30%) were "general requests" for topics ranging from local issues to government initiatives and decisions. Of the 2280 general requests, about 1000 originated from media or political parties. The average general request is 500 pages and costs \$2200 in staff time and processing. British Columbia receives three times as many formal information requests on a per capita basis as Alberta and Ontario. British Columbia spends \$10 million annually on IAO operations. Whether this project changes the volume of individual FOIPPA

requests will need to be measured following the implementation. The impact, if any, on application volume will bear directly on the cost effectiveness of this project.

2. Project Description

Government is embarking on a strategic shift to promote citizen engagement by proactively and routinely making information more available to the public through the Gov. 2.0 strategy. The strategic shift will change the way government and citizens talk to and learn from each other. Government will make this shift by pushing out more information in electronic formats thus reaching citizens through the new forms of media they increasingly rely on for information. Technology, and in particular social media, is changing the way information is shared, used, analyzed and studied. Making more information available in the public domain will increase government's openness and transparency. This will also create the conditions for expanded citizen engagement and collaboration with government. While mindful of privacy protections as well as legal and business obligations, government is strongly committed to driving this policy change.

In the years since it was brought into force, FOIPPA has greatly increased government's transparency and accountability. However, at the same time, it has contributed to creating an environment where information is held by government until it is requested and then that information is shared only with the applicant. The aim of this project is to change the equation so that government releases information without a formal request. Moreover, the project will see that information sought by an individual applicant will be published on line. In implementing these changes, government will also gauge the impact on resource use and the culture that has developed around freedom of information.

While this project will result in significant visible changes in government's operations, it also constitutes the first phase of a broader policy and cultural change initiative to implement greater openness and transparency throughout government. A project evaluation – in terms of process, outputs and outcomes – will be required following the implementation to guide the future direction of this broader initiative.

In summary: the purpose of the project is to:

- implement visible changes in government's policy and practice in sharing information with citizens;
- implement new approaches to the proactive and routine release of information in a phased approach; and
- assess the impact of new practices on Ministry operations and culture on FOI generally

Operational Deliverables

The visible public project deliverables to publish government information on a British Columbia government website. There are three categories of information which will be published within the scope of this project. Within each category new policies and processes will be developed and implemented. In addition, a policy framework regarding the publication of the information in these three categories will be established. The three categories of information are: 1) Records released under a general FOIPPA request; 2) Minister's and Deputy Minister's calendars; and 3) Minister's and Deputy Minister's salaries and travel expenses.

What follows is an overview of the categories of information and the processes to publish.

Proactive Release

1. Records released under a general FOIPPA request

Records that are produced in response to general requests under FOIPPA, regardless of Ministry and class of applicant, will be published on-line. Exceptions will be based on legal or policy grounds. Visitors to the site will be able to view a descriptive list of recent responses to FOI requests and access the documents disclosed and search by metadata categories and key words.

The current process for handling and publishing general FOIPPA releases will be followed. When the release package is sent to the applicant, the release package including a copy of the letter (redacted) to the applicant will be published on the website.

Routine Release

2. Ministers' and Deputy Ministers' Calendars

Calendars will be published on a monthly basis, showing weekly formats. Calendars will be analyzed and processed as if requested under FOIPPA, even though the records are not being produced under FOIPPA. No attachments, other supporting or linked information will be published. The existing process for collecting, analyzing, consulting and releasing calendars will remain intact, although the routine release schedule will require adherence to deadlines to complete the process and publish the calendars within 30 to 45 days after the end of each month. Where possible, process improvements will be introduced to streamline the process. A guide for Ministers' offices and Deputy Ministers' offices will be produced to assist staff with calendar

management. In addition, staff training on calendar data entry, management and design will be delivered.

The current process for releasing calendars will be followed although the frequency will increase.

3. Ministers' and Deputy Ministers' Salaries and Expenses

Travel expenses will be published on a monthly basis in summary form. Travel expense information will be published 30 to 45 days after the end of each month based on the expense claims paid during the month prior. Minister's and Deputy Minister's salary information is available to the public through other on-line sources, so links to that information will be posted.

A guide for Ministers' and Deputy Ministers' offices will be produced to assist staff with managing this process. Training will also be delivered to staff in minister's offices and deputy minister's offices.

The current process for disclosing travel claims will be followed although the frequency will increase.

The detailed business process descriptions for all steps and policy involved in the publication of the above information on-line will be contained in a operational policy and procedures manual, which is a policy deliverable of this project.

All records published will be in PDF format and stored in the TRIM database. All of the information will be published in an on-line, easily accessible, and searchable form. Enterprise Wide Application Services ("EWAS") will design and build an application that will support documents exported from TRIM. Visitors to the website will use the On-Line Channel office's search engine to search for documents and subjects on the website.

General FOI requests, calendars and records related to travel costs will require a manual process, as is the case now for handling responses to FOIPPA applications for these records. The manual process will be streamlined as much as possible but still will require extensive consultation, coordination, training, clarity on roles and responsibilities as well as clear procedures for multiple agencies involved including IAO, Ministry of Finance, Corporate Accounting Services, Public Service Agency, the Office of the Comptroller General, Public Affairs Bureau, Ministers' offices and Deputy Ministers' offices. ¹

¹ The Legislative Comptroller has been consulted on this project and has declined to participate. He has agreed that the salary information compiled by the Ministry of Finance meets with his approval.

The deliverables and milestones are noted below.

ID	Task Name	Duration	Start	Finish												
					January 01			February 01			March 01			April 01		
					12-26	01-09	01-23	02-06	02-20	03-06	03-20	04-03	04-17			
1	Business application & website design requireme	17 days	10-12-13	11-01-04	Graeme McNeil											
2	Business application & website design approved	20 days	11-01-06	11-02-01	Graeme McNeil											
3	Business application & website development comp	31 days	11-02-02	11-03-16	Graeme McNeil											
4	Website demo version completed	3 days	11-03-17	11-03-21	Graeme McNeil											
5	User acceptance testing	10 days	11-03-04	11-03-17	Graeme McNeil											
6	Website launched	5 days	11-03-25	11-03-31	Graeme McNeil											
7	Business process mapping	17 days	10-12-16	11-01-07	Kim Thorau											
8	Business process reviewed by teams	5 days?	11-01-10	11-01-14	Mark Tatchell											
9	Business process submitted to project sponsor	10 days?	11-01-17	11-01-28	Mark Tatchell											
10	Business process approved by project sponsor	1 day?	11-01-31	11-01-31	Mark Tatchell											

Policy Deliverables

The section above describes the operational deliverables which will position British Columbia as a national leader in implementing open government reforms. To support the operational deliverables, there are two key policy deliverables.

First, a cross-government policy on proactive and routine release will be completed. This policy will:

- Encourage all ministries and agencies to promote a culture of open and transparent government by publishing more information on-line ;
- Set out government's objective in proactively and routinely publishing information on-line beginning with the types of information included within the scope of this project and potentially expanding in the future to include other types of information;
- Establish the scope of general FOI releases and Minister's and Deputy Minister's calendars, salaries and expenses published on-line;
- Describe the process and rules(e.g., deadlines) for proactively and routinely releasing information;
- Confirm the roles and responsibilities of ministries, Minister's offices, PAB, and IAO; and
- Include FAQs to help ministries and agencies resolve common issues.

Second, an operational policy and procedures manual will be completed. This manual will:

- Describe the step-by-step procedures for all offices involved in handling documents and information proactively and routinely released;
- Describe the tasks required to complete each step of the procedures; and
- Establish an escalation process for handling problems and disputes regarding proactive and routine release.

As the policy deliverables are developed, key decisions will be required. To support the decision making process, decision documents will be prepared for the Project Sponsor, the Deputy Minister to the Premier and Head of the BC Public Service and Deputy Minister's committees. Key decision points are February 8th, 2011 presentation to Deputy Ministers' Committee on Technology and Transformation, March 1st, 2011 meeting of the Deputy Ministers' Council and the mid-March briefing of the new Premier.

The development of this policy framework would be aligned with the Gov. 2.0 strategy and direction from the Deputy Ministers' Committee on Transformation and Technology.

The policy deliverables and milestones are noted below.

ID	Task Name	Duration	Start	Finish	January 01		February 01		March 01		April 01	
					12-26	01-09	01-23	02-06	02-20	03-06	03-20	04-03
11	X gov open information policy outline	15 days	10-12-20	11-01-07	Kim Thorau							
12	X gov open info policy first draft	10 days	11-01-10	11-01-21		Kim Thorau						
13	X gov open information policy drafting	15 days	11-01-24	11-02-11			Kim Thorau					
14	X gov open info policy submitted to project sponsor	14 days	11-02-14	11-03-03				Mark Tatchell				
15	IAO policy & procedure manual first draft	15 days	11-01-17	11-02-04		Kim Thorau						
16	IAO policy & procedures final draft	5 days	11-02-28	11-03-04				Kim Thorau				
17	IAO policy & procedure submitted to project sponsor	10 days	11-03-14	11-03-25					Mark Tatchell			

Cultural change deliverables

This project is intended to mark a demonstrable shift in government's approach to sharing information with citizens. While the operational deliverables described above will be achieved through clear policies and rules, the success of this project (and any longer term strategy) is very much reliant on creating a culture within government that promotes and rewards openness and transparency. The culture change will occur over time throughout government as people grow more accustomed to publishing information on-line and it becomes part of government's regular interaction with citizens. To begin though, it is critical that staff in Ministers' and Deputy Ministers' offices understand, adopt and promote the proactive and routine policy and practice. Their support is critical because Ministers' and Deputy Ministers' information are key components to this project. A vulnerability to the project is reluctance by Ministers' and Deputy Ministers' offices to be fully supportive of the letter and spirit of open information.

There are two key culture change deliverables for this project:

First, training will be delivered to all Ministers' and Deputy Ministers' offices to assist them with understanding and building acceptance of this project,. The training will:

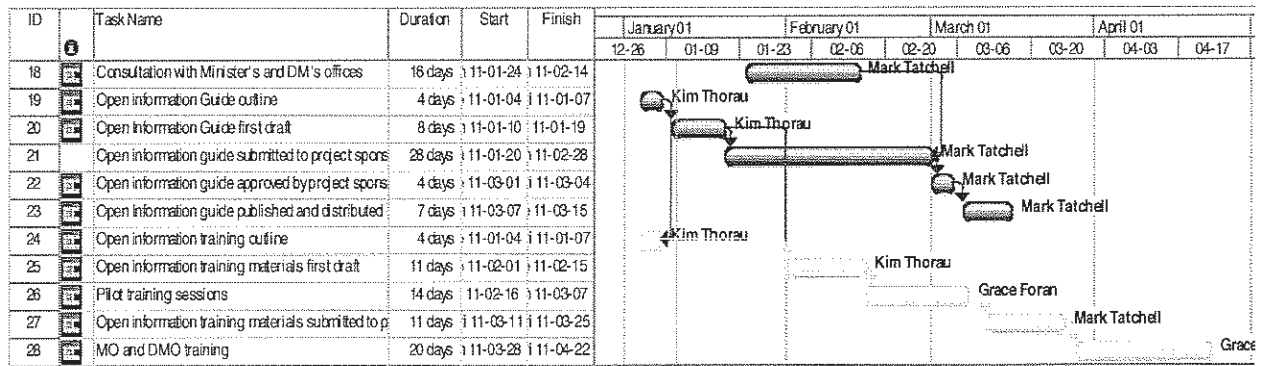
- emphasize why and how proactive and routine release will benefit government;

- supply clear step-by-step instructions on the processing of all documents and material to be proactively and routinely released;
- best practices guidance on managing calendars and expenses information; and
- allow for feedback from staff which could lead to future improvements in processes

Second, a guide on proactive and routine release will be published to provide on-going support and guidance for Ministers' and Deputy Ministers' offices. The guide will:

- explain why and how proactive and routine release will benefit government;
- offer clear step-by-step instructions on processing of all documents and material to be proactively and routinely released;
- offer examples and scenarios to assist staff with fulfilling their responsibilities and;
- include phone and email contacts within the Ministry of Citizens' Services where help can be obtained.

The culture change deliverables and milestones are noted below.



3. Scope

The project will produce:

- a project plan;
- a communication and consultation plan;
- a new cross-government open information policy;
- an operational policy and procedures manual;
- guides for Minister's and Deputy Minister's Offices on the publication of calendars, salaries and travel expense costs;
- training and training materials for Ministerial staff and Deputy Minister's staff;
- a business application to support the publication of documents on a government website; and

- a government website from which the public can access and search the following information:
 - Ministers' and Deputy Ministers' salary, benefits, expense and travel costs, including records;
 - Ministers' and Deputy Ministers' calendars; and
 - Records released in response to a general request for information

FOIPPA will be applied to all records and information released on the website regardless of whether the record or information was requested by an applicant under FOIPPA.

The success of the project is largely dependent upon work undertaken by and collaboration among

- Information Access Operations ("IAO")
- Enterprise Wide Application Services ("EWAS");
- Online Channel Office ("OCO");
- Office of the Chief Information Officer ("OCIO");
- Office of the Comptroller General ("OCG");
- Public Affairs Bureau ("PAB");
- Corporate Accounting Services ("CAS");
- Public Service Agency ("PSA"); and
- Ministry of Finance, Ministerial Office Support Services ("MOSS")

While this project is focused on publishing three categories of information, the project will make every effort to create policy, systems and processes which will support future enhancements.

Out of scope are: Business solutions to automate access to CAS and other financial databases; legislative and regulatory amendments; and handling of specific FOIPPA applications

The project is not intended to deliver process improvements, cost savings or IM/IT functionality or other business solutions although every opportunity to realize efficiencies and reduce costs will be pursued.

3(a) Definitions:

"Open Data" = information held by government

"Open Information" = information about government

"Routine release" = the publication of specific categories of information about government on a regular basis without a formal request through the Freedom of Information process

“Proactive disclosure” = the publication of information that has been requested and released through the Freedom of Information process

4. Objectives

This project is one component of a multifaceted government strategy (Citizens@ the Centre Gov. 2.0) which seeks to achieve internal and external outcomes. Therefore, this project will promote the attainment of these same outcomes, recognizing that the transformation sought by the Gov. 2.0 strategy requires multiple projects and initiatives to proceed.

The internal outcomes are:

- 1) demonstrable improvement in government’s openness and transparency;
- 2) broader acceptance across the public service toward sharing information with citizens; and
- 3) innovative approaches to utilizing new forms of media to share information.

The external outcomes are:

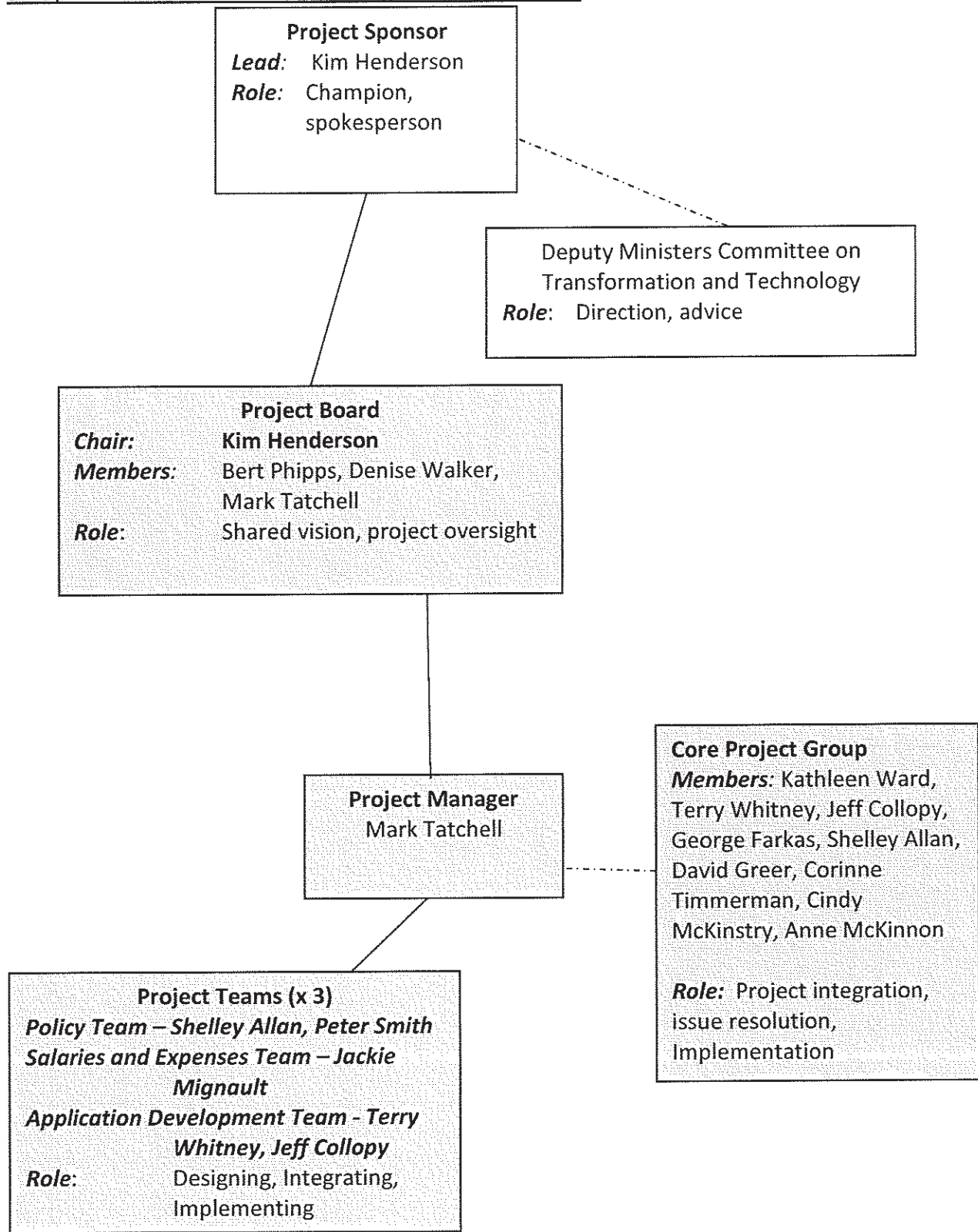
- 1) citizens seeking and using the information shared;
- 2) citizens engaging more directly with government; and
- 3) positive assessment of British Columbia’s commitment to open information from stakeholders.

While measuring success in achieving these outcomes will occur over time, there are output measures which government could use to enhance the transparency of this project:

- number of documents published compared with the total number of documents released under the general FOIPPA applications; and
- the number of FOIPPA applications made as a result of documents posted

The project design is based primarily on the approach to achieving greater information sharing on a proactive and routine basis approved by the Deputy Ministers Committee for Transformation and Technology.

5. Operational and Governance Design and Implications



The project will develop a model for on-going governance of the proactive and routine release program.

6. Roles and Responsibilities

ROLE	RESPONSIBILITY
Project Sponsor Kim Henderson	<ul style="list-style-type: none"> • Ensures sufficient resources and funding are provided to the project • Chairs the Project Board • Communicates to and from Deputy Minister's committees, Deputy Minister to the Premier and Executive Council • Approves Project Charter and other project plans • Resolves outstanding issues • Champions the project across government and the broader public sector
Project Board	<ul style="list-style-type: none"> • Responsible for major project management decisions • Ensures there is a shared vision of the project • Advises the Project Sponsor and Project Manager in planning and executing the project • Resolve issues arising from the project • Reviews deliverables and communication material and provides advice prior to distribution.
Members:	
<ul style="list-style-type: none"> Kim Henderson Bert Phipps Denise Walker Mark Tatchell 	
Project Manager Mark Tatchell	<ul style="list-style-type: none"> • Project planning, management and coordination • Assigns deliverables and accountabilities to project participants and working group leaders • Manages project processes, including risk management, issue resolution, status reporting, communications, approval of deliverables, project files and documentation • Communicates with Project Board, working group leaders and Sponsor • Brings key issues, risks and reports to the Project Sponsor and the Project Board as required.
Core Project Group	<ul style="list-style-type: none"> • Act as primary liaison and professional advisors to the project • Provide professional and subject matter expertise and leadership in the project • Champion and communicate the project within own agencies and facilitates support with other agencies

- Advise the Project Manager
- Resolves issues arising from the project
- Identify resources for project deliverables
- Undertake other work relating to the project
- Communicate with and get input from colleagues
- Provides business expertise on policy, process, technology, and communication

Members:

Shelley Allan, OCIO
 Kathleen Ward, IAO
 Terry Whitney, EWAs
 Jeff Collopy, OCO
 George Farkas, OCG
 Carl Fisher, OCG
 Jackie Mignault, OCG
 Cindy McKinstry, Finance
 Corinne Timmerman, CAS
 Denise Walker, Gov. 2.0
 David Greer, PAB
 Anne McKinnon, MSC, internal communication
 Judy Brachman, Logistics and Business Services
 Grace Foran, Project Team

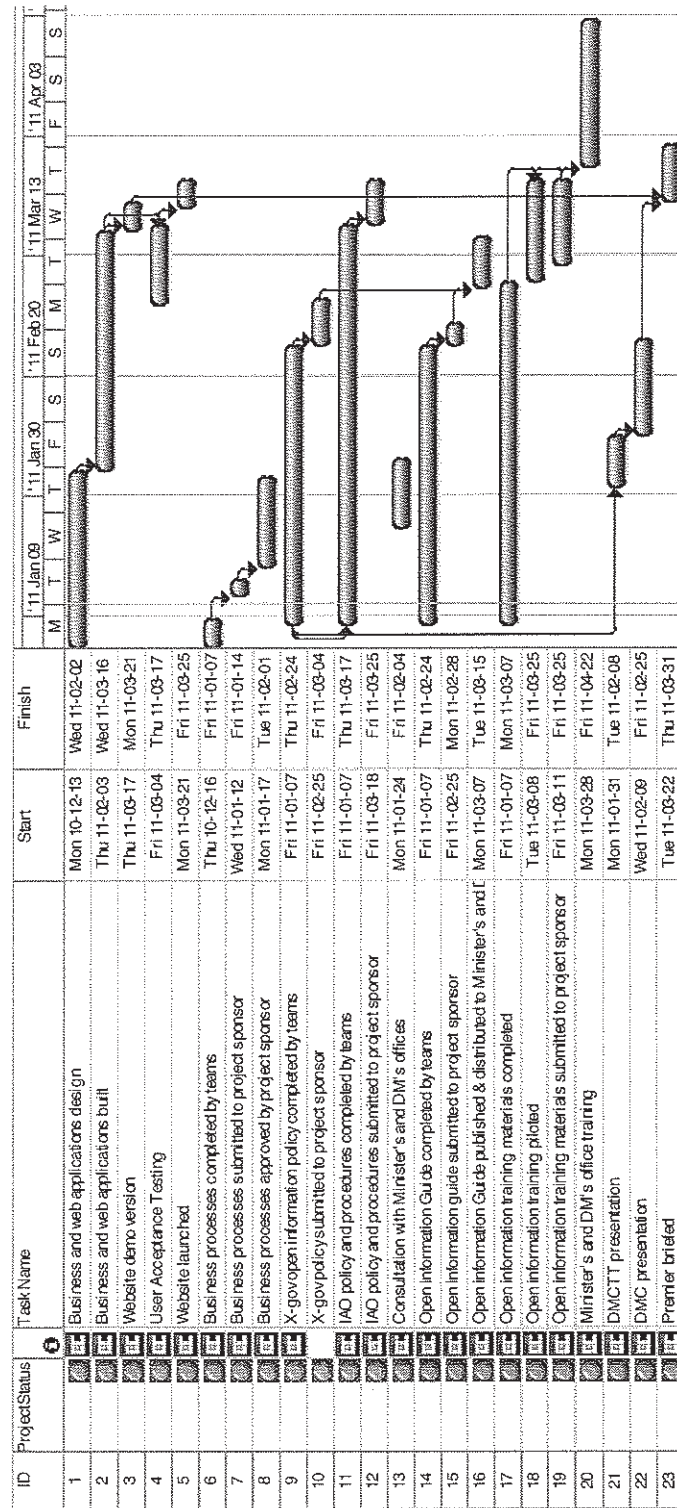
**Working
Group Leaders**

- Lead the work to develop and complete the policy, procedural and technology components of the project
- Identify policy, governance, procedural, financial, systems and other issues for the project manager and Core Project Team
- Ensures coordination between working groups and Core Project Team
- Provide bi-weekly status reports to the Project Manager
- Resolve operational issues

IMPLEMENTATION

7. Deliverables and Project Schedule

The project assumes that the three operational deliverables will be implemented concurrently, as per the project lifecycle spreadsheet below. A decision to stagger the implementation could have implications for other components of the project.



8. Critical Success Factors

The success of the project is dependent upon:

- All of government supporting and complying with new policies and procedures governing the proactive and routine disclosure of all documents included within the scope of the project;
- The Gov. 2.0 strategy proceeding with a strong commitment from government;
- The system designed for the project being scalable to allow for future enhancements as part of the Gov 2.0 strategy, i.e., routine disclosure of other types of documents;
- Sufficient resources being assigned to support the project from commencement to completion and to maintain on-going processes under FOIPPA; and
- The Information and Privacy Commissioner and stakeholders supporting the project results.

9. Issues, Constraints, Risks and Impacts

Risks which could impact the project's success are:

- Direction by new Premier and Executive Council to expand scope disclosing more types of information;
- Non-compliance with the new proactive and routine disclosure policies and procedures;
- Future systems enhancements which require significant spending and take lengthy periods of time to design and build;
- Hiring delays and insufficient resources which result in the project not completing key milestones on time;
- Media criticism that the project is not furthering government's goal of transparency will both potentially impact the credibility of the project as well as create additional demands on staff to manage these issues;
- Communication about the project being leaked to the media prior to completion and approval, thus increasing expectations and causing embarrassment to government; and
- Criticism from the Information and Privacy Commissioner and other stakeholders which undermine credibility of the project

It should also be noted that IAO is currently under-staffed which is acutely affecting its ability to meet statutory deadlines. Failing to bring IAO staff to full complement will create an additional risk for the project.

10. Links and Dependencies

Internal Dependencies

- Business requirements and website design > policy development
- Website design > application design
- Guides for Minister's and Deputy Minister's offices > policy development
- Internal communication > policy development
- Training materials > policy development and internal communication
- Operational policy and procedures <> policy development

External Dependencies

The project has links to the Open Data and Internet Presence Projects which have been endorsed by DMCTT and are key components of the Gov. 2.0 strategy. These companion projects also seek broader citizen engagement and more direct interaction with citizens by using new forms of media and technology. The project is heavily dependent on the Gov. 2.0 strategy moving forward.

11. Key contacts

Mark Tatchell
Project Manager
(250)217-8816
mark.tatchell@gov.bc.ca

Grace Foran
Stakeholder Liaison
(250)216-7841
grace.foran@gov.bc.ca

REQUIREMENTS

12. Resource Requirements

Existing Resources (10/11)	Existing Resources (11/12)	Additional operating resources (10/11)	Additional operating resources (11/12)	Additional capital resources (10/11)	Additional capital resources (11/12)
\$.0M	\$.0M	\$.656M	\$.579M	\$.414M	\$.328M

The additional operating resources have been confirmed for FY 10/11. Confirmation of capital resources for FY 10/11 remains outstanding.

13. Change Management Requirements

The development and implementation of new policies and procedures will require extensive communication, engagement, training, change management. A change management action plan will be prepared describing the goals, objectives and actions to support all personnel whose commitment is necessary for the success of the project and subsequent program delivery.

Approved by:

Date:

Bert Phipps, Chief Operating Officer, Shared Services BC

Date:

Kim Henderson, Deputy Minister, Ministry of Citizens' Services

Open Information Record of Decisions for FOI Requests

ISSUE	DECISION	DATE & CONFIRMED BY	Comments
Release letters that contain the response to the applicant's FOI request in the body of the letter, where there are otherwise no responsive records. E.g. requests for statistics where responsive records do not exist but the numbers were generated by the Ministry program area and the information provided to IAO in a paragraph.	These response letters WILL be published.	July 5, 2011 Mark Tatchell	Disposition type must be partial or full disclosure in order to publish.
Phased release where one of the phases was released prior to the Open Information launch date and subsequent phases are released following launch date.	All phases will be published. Publication of the phase that gets published following the launch will also include the previous phases.	July 5, 2011 Mark Tatchell	The applicant must be notified by phone that previous phases will also be published.
Requests for Ministers' and Deputy Ministers' calendars	These responses WILL NOT be published.	May 30, 2011 Mark Tatchell	
Ministers and DM calendars contained within a more general request – in some cases, entries or a select time period of a Ministers or DM's calendar will be included within a larger request for records. The calendar excerpts would not be severed under the Act. For example, a request for all records related to two specific meetings the Minister attended and includes a daily calendar for each of the days on which the meetings occurred.	TBD – this issue needs to be examined further	July 5, 2011	
MA Calendars – Although MA calendars were not	These responses WILL NOT be published.	August 2, 2011	

ISSUE	DECISION	DATE & CONFIRMED BY	Comments
<p>included in the formal threat assessment, it is possible in some cases that the MA calendars contain a large portion of the meetings that the Minister is attending. MA calendars are captured in the standing quarterly request for calendars from the Opposition, and several are slated for release this week.</p> <p>Requests for government employees' /officials' calendar other than Deputy Ministers, Ministers, and MAs.</p>		<p>Kathleen Ward (based on ITAU risk assessment)</p>	
<p>A request is closed and released to an applicant some time prior to the launch. The applicant requests a review to OIPC and through mediation, the program area releases additional information within the records. An additional response is sent to the applicant at this time.</p>	<p>These responses WILL NOT be published. Further risk assessments may be completed on these types of records.</p>	<p>August 5, 2011 Kathleen Ward (based on ITAU risk assessment)</p>	
<p>Applicant makes a request for access to records and access is denied. The request is closed at this time and response is sent to the applicant. The applicant complains to OIPC and the program area is ordered to release or agrees to release the records that were previously denied to the applicant.</p>	<p>TBD</p>		
<p>Community Living BC (CLBC) General FOI Requests</p>	<p>These requests are not being published at this time as CLBC is a Crown Corporation</p>		
<p>General FOI requests received and responded to by the Criminal Justice Branch (CJB). Requests are processed directly by CJB under a de-centralized model. In scope for Open Information</p>	<p>These requests are not being published at this time as they are processed outside of IAO.</p>		

ISSUE	DECISION	DATE & CONFIRMED BY	Comments
<p>publication?</p> <p>General FOI requests received and responded to by the Public Sector Employers' Council Secretariat General FOI Requests. Requests are processed directly by CJB.</p>	<p>These requests are not being published at this time as they are processed outside of IAO.</p>		

Open Information Record of Decisions for FOI Requests

ISSUE	DECISION	Comments
<p>Response Letters</p> <p>Response letters that contain the <u>response to the applicant's FOI request in the body of the letter</u>, where there are otherwise no responsive records. E.g. requests for statistics where responsive records do not exist but the numbers were generated by the Ministry program area and the information provided to IAO in a paragraph.</p>	<p>These response letters WILL be published.</p>	<p>Disposition type must be partial or full disclosure in order to publish.</p>
<p>Phased Release</p> <p>Phased release where one or more of the phases was released <u>prior</u> to the July 19, 2011, Open Information launch date, and subsequent phases are released following launch date.</p> <p>Phased release where the start date of the request is <u>after</u> July 19th</p>	<p>All phases WILL be published. All phases will be published when the final phase has been released to the applicant.</p> <p>All phases WILL be published. All phases will be published as each phase is released to the applicant.</p>	<p>The applicant must be notified that previous phases will also be published.</p> <p>The applicant must be notified that each phase will be published at time of each release.</p>

ISSUE	DECISION	Comments
<p>Calendars</p> <p>Requests for Government Employees' and Government Official's calendars</p> <p>Ministers and DM calendars contained within a more general request – in some cases, entries or a select time period of a Ministers or DM's calendar will be included within a larger request for records. The calendar excerpts would not be severed under the Act. For example, a request for all records related to two specific meetings the Minister attended and includes a daily calendar for each of the days on which the meetings occurred.</p>	<p>These responses WILL NOT be published.</p> <p>TBD – this issue needs to be examined further</p>	
<p>OIPC Reviews</p> <p>A request is closed and a response is sent to the applicant <u>prior</u> to July 19th. The applicant requests a <u>review</u> with OIPC and upon completion of this review an additional response is sent to the applicant.</p> <p>A request is closed and a response is sent to the applicant <u>after</u> July 19th. The applicant requests a <u>review</u> with OIPC and upon completion of this review an additional response is sent to the applicant.</p>	<p>These responses WILL NOT be published.</p> <p>These responses WILL be published</p>	

ISSUE	DECISION	Comments
<p>A request is closed and a response is sent to the applicant <u>prior to</u>, or <u>after</u>, July 19th. The applicant makes a <u>complaint</u> to OIPC (e.g., fees, adequate search). As a result of complaint resolution an additional response is sent to the applicant with new records.</p>	<p>These responses WILL be published.</p>	<p>Responses are essentially new responses to applicants based on the resolution of the complaint.</p>
<p>Crown Corporations Community Living BC (CLBC) General FOI Requests</p>	<p>These requests are NOT being published at this time as CLBC is a Crown Corporation</p>	
<p>Processed Outside IAO General FOI requests received and responded to by the Criminal Justice Branch (CJB). Requests are processed directly by CJB under a de-centralized model.</p>	<p>These requests are NOT being published at this time as they are processed outside of IAO.</p>	