



Transparency & Trust Strategy Enabled by Open Government

Royal Canadian Mounted Police
Better Together



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Overview

As stated by the [Open Government Partnership](#) “A lack of transparent or comparable police data inhibits the public and policymakers’ ability to fully understand and address problematic police practices and their consequences.”¹

At its core, Open Government is a governance and culture approach to increase **transparency, integrity, accountability** and **participation**. Transparency at the Royal Canadian Mounted Police (RCMP), enabled by an Open Government approach, offers up opportunities to enhance accountability, foster trust, drive innovation and change, enhance services and policies, foster evidence-based decision making, nurture community policing and become a more efficient and responsive public safety organization as a whole.

Transparency at the RCMP is essentially about:

- ◆ Creating a more collaborative culture of responsible and accountable information and data sharing within the RCMP,
- ◆ Providing RCMP employees, partners, and citizens with access to the data and information the RCMP creates and captures, including a fully transparent list of what data/information the RCMP collects (data/information inventory), and why it can or cannot be released,
- ◆ Empowering our partners, citizens, academia, civil society, businesses and media to use and re-use the data and information under the [Open Government Licence](#) for their own purposes,
- ◆ Enabling greater visibility into the RCMP’s activities, services and actions to ensure accountability and trust,
- ◆ Empowering the RCMP and Canadian citizens to work more effectively with one another by creating a space for open participation in the interest of public/community safety,
- ◆ Enhancing community policing through transparency of day to day interactions related to community safety, police response, public services and community growth, and
- ◆ Ensuring a more equitable and accountable organization that reduces bias, advances Indigenous reconciliation, and addresses systemic racism through the adoption of transparency principles and practices that drive openness and participation.

1 [Transparency and Accountability at the Frontlines of Justice: Police Data Transparency \(opengovpartnership.org\)](#)

As a Canadian police organization, the RCMP is duty bound to protect individual's rights to privacy, protect officer safety and safeguard national security and community safety interests. This unwavering requirement to protect the rights of Canadian citizens, and the safety of all, must be balanced with an open by design approach to maximize transparency. Although both seem like opposites of the same spectrum, they work hand in hand. Increased transparency around policing activities, citizen/police interactions, national security and community safety is vital to assessing the efficacy, fairness and accountability of policing services.

As stated by the [National Security Transparency Advisory Group](#) "Government transparency is foundational to the rights of citizens in democratic countries"². Opening data and information can provide the foundation for informed research, support collaboration in the development of innovative tools and services, policy reforms, strengthen accountability and build public trust in policing and public safety.

Enhancing the RCMP's engagement with the citizens it protects can help shape better policies in policing, improve the use of data and information, increase the protection of civil liberties and rights, work towards combatting disinformation and misinformation, and forge a relationship anchored in a common goal of safe communities for all.

The Open Government Section at the RCMP is working with all RCMP business lines, operational and internal, to build new ways to share data and information across the organization and with citizens, to find new opportunities for engagement and dialogue and to make our services easier to access and understand. Through the application of this strategy, the RCMP will strive to be an international leader in public safety transparency and open government practices, and embody the principles of trust, transparency, integrity, accountability and participation.

Our Journey to Date

2015

[RCMP's Open Government Implementation Plan](#) is created and published on the Open Government Portal — many targets were unmet in the following years, due to resource shortages and priority conflicts.

2018

RCMP develops Vision150 and Beyond representing an ambitious plath to a modern, inclusive and trusted RCMP.

2020

RCMP releases three key datasets to the RCMP's [Transparency web site](#). The datasets are: Calls for service, Employee diversity and Use of Force.

2021

RCMP creates an Open Government and Data Governance directorate to dedicate full time resources to the advancement of Open Government at the RCMP.

2022

RCMP contributes to [Canada's 5th National Action Plan on Open Government](#) and commits to increasing open data releases, establishing a Multi-Stakeholder Forum, developing a data inventory and establishing an internal working group to advance transparency across the RCMP.

Current State

On October 28th 2020, the RCMP published, to its [Transparency web page](#), three datasets along with a narrative and basic data visualization to assist readers in understanding the data and its complexity. The annual [Disclosure of Police Information](#) reports on police intervention options, RCMP calls for service (occurrences), and RCMP employee diversity statistics. Although the datasets were not released in a format aligned to Government of Canada's [Directive of Open Government](#) requirements, they were an important first step in paving the way forward for more robust open government activities at the RCMP.

The RCMP's [Vision150 and Beyond strategic plan](#) lays out priorities, risks and timelines that will drive the necessary changes to support the organization so it can evolve its culture, address critical needs and become a modern, inclusive, and trusted organization. A key initiative is the creation and launch of the RCMP's very first Open Government Section under the Open Government and Data Governance directorate as part of the Analytics, Data and Information Management Branch (ADIM) on February 1st, 2021. This further emphasized the organizational support to advance Open Government in the RCMP and embody the principles of trust, transparency, integrity, accountability and participation.

In addition, the recent [Mass Casualty Commission](#) has brought forward the RCMP's need to improve internal communication and its culture through its transparency efforts: "That's how we're going to strengthen trust, being more transparent, being more open, providing timely and accurate information, and not hiding behind a culture of less is more." — Commissioner Brenda Lucki

To anchor the RCMP's transparency initiatives, the Open Government Section has contributed to [Canada's 5th National Action Plan \(NAP\) on Open Government \(2022-2024\)](#) by committing to its efforts and advancing key foundational components for transparency in policing. As part of the NAP's Justice theme the RCMP has committed to:

Milestone: 4.1 Collecting and sharing data, including disaggregated data

- 4.1.5 *Collecting and releasing high value data related to various policing activities, workforce composition and more (by May 2023)*
- 4.1.5.1 *Establish and release a RCMP inventory of data and information resources of business value.*
- 4.1.5.2 *Release, to the Government of Canada open data portal, identified and approved open RCMP datasets (ongoing)*

Milestone: 4.5 A multi-year roadmap for Open Government at the RCMP

- 4.5.1 *Develop an RCMP Open Government strategy with multi-year action plan (Released publicly) (by September 2022)*
- 4.5.2 *Establish an Open Government Office with resources dedicated to the advancement of openness and transparency across the RCMP (ongoing)*
- 4.5.3 *Establish an RCMP Open Government Working Group comprised of key stakeholders across the RCMP to identify and release data and information as well as advance a culture of openness, transparency and accountability based on open government principles and practices. In addition, the RCMP will be an active participant in interdepartmental working groups/efforts around Justice and Justice related topics of transparency and Open Government (ongoing)*
- 4.5.4 *Establish an RCMP Multi-Stakeholder Forum (ex: non-governmental organizations, private sector, academia, community representatives including Indigenous Peoples, LBGTQ2, youth, etc.) to help engage in discussions around priorities and areas of focus for openness and transparency in the RCMP (ongoing)*

This strategy and associated action plan will include the RCMP's NAP commitments to further advance open government principles and ensure transparency and trust across the organization and with the Canadians they serve.

Vision and Mission



Vision

To create an open by default RCMP that is a more trusted, efficient and responsive public safety organization

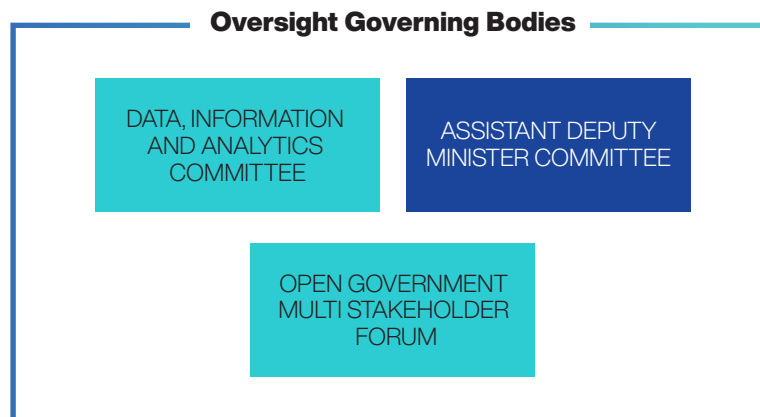
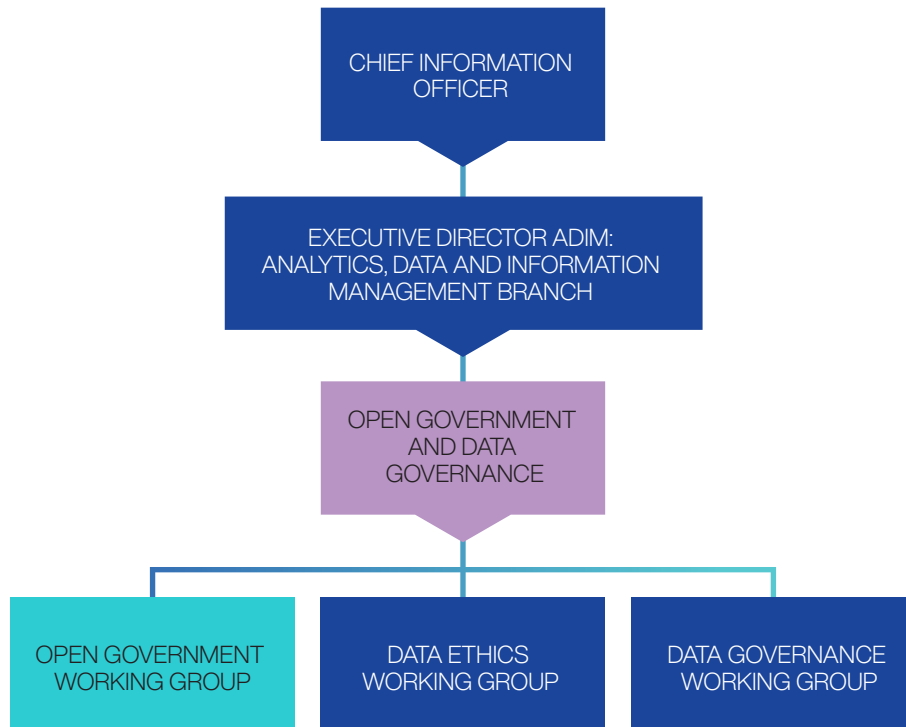


Mission

To provide citizens and partners with valuable open data, open information and open dialogue opportunities to enhance trust, accountability and improve day to day community policing services

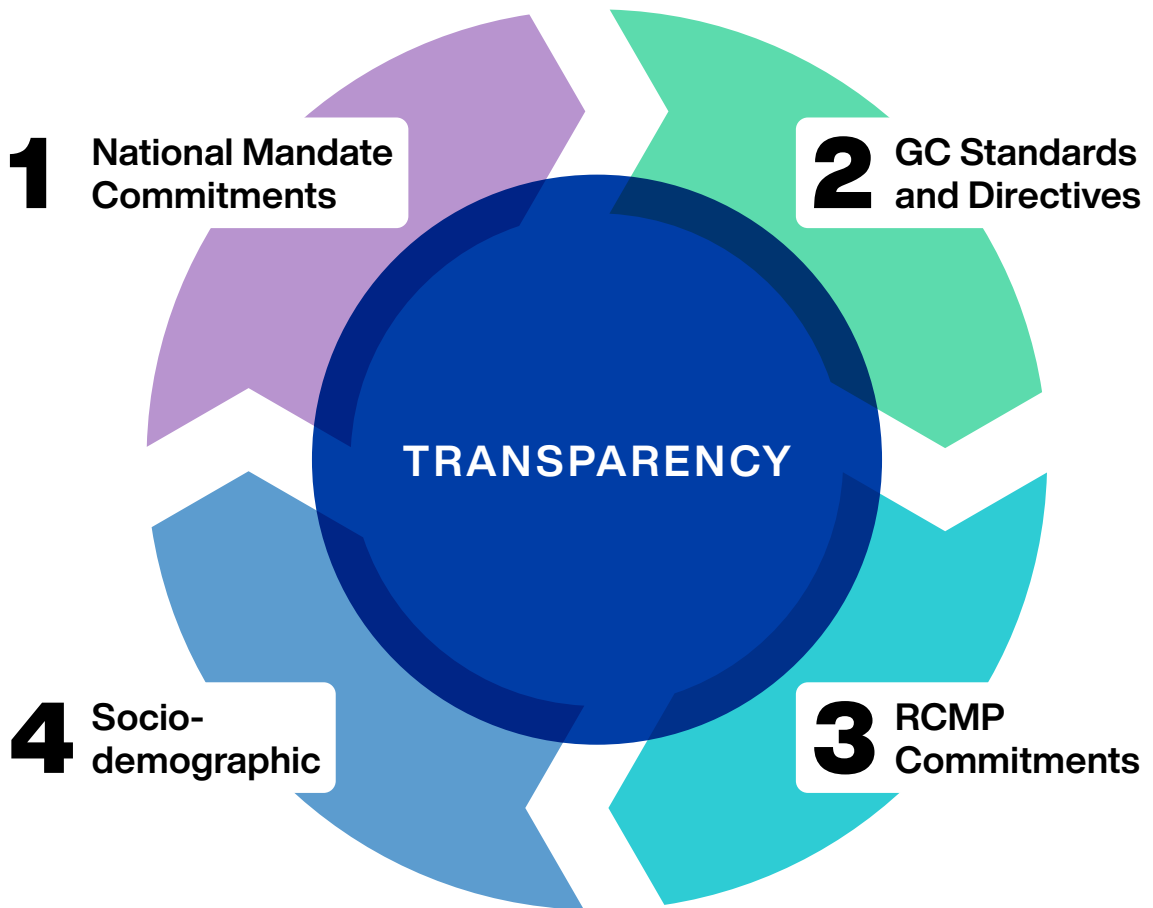
Governance

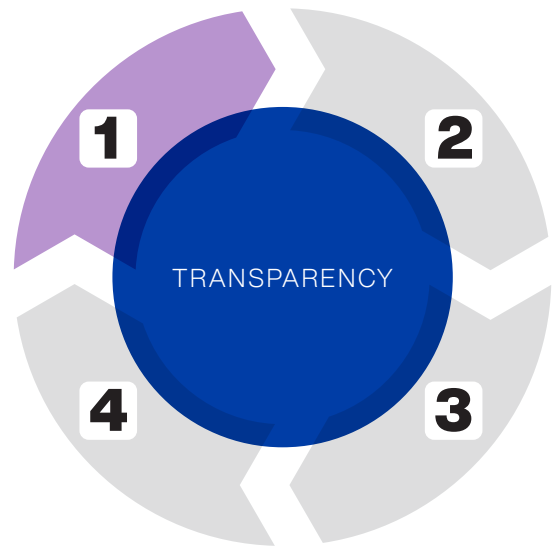
The implementation of the Transparency and Trust Strategy will be driven by the Open Government and Data Governance Directorate, within the Analytics, Data and Information Management Branch, supported primarily by the Open Government Working Group, the RCMP Open Government Multi-Stakeholder Forum, and the Data, Information, and Analytics Senior Management Committee.



Drivers

There are a significant number of drivers for Transparency at the RCMP. These drivers will be factored into each stage of this strategy and the related action plan with certain drivers being a focal point based on the maturity and stage at which the RCMP's Open Government program is at. They include:





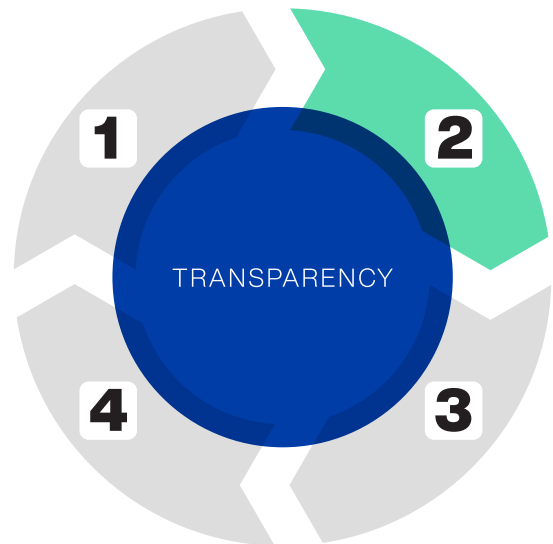
1 National Mandate Commitments

All [2021 Minister mandate letters](#) reflect the important priority of collaboration with various communities, they state:

“... it is essential that Canadians in every region of the country see themselves reflected in our Government’s priorities and our work. As Minister, I expect you to include and collaborate with various communities, and actively seek out and incorporate in your work, the diverse views of Canadians.”

[The Minister of Public Safety](#) has specifically been directed to create a culture of accountability, equity, diversity and inclusion. It states:

“While continuing to support the important work of law enforcement, you will likewise prioritize policing reform to address systemic racism and ensure the Royal Canadian Mounted Police (RCMP) meets the needs of the communities it serves, and to ensure the RCMP continues to work to transform its culture and create a culture of accountability, equity, diversity and inclusion.”



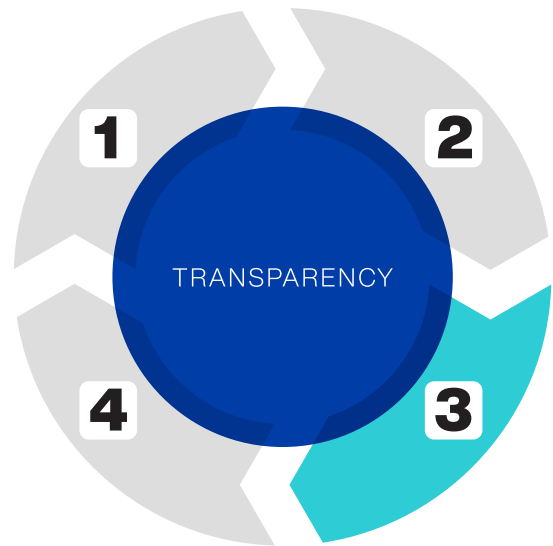
2 GC Standards and Directives

GC Digital Standards — One of the digital standards for government departments is:

“Work in the open by default: Share evidence, research and decisions making openly. Make all non-sensitive data, information, and new code developed in delivery of service open to the world for sharing and reuse under an open licence.”

Directive of Open Government — As a federal organization, the RCMP is required to follow Government of Canada policy instruments. The Directive on Open Government sets out clear requirements:

“... to maximize the release of government information and data of business value to support transparency, accountability, citizen engagement, and socio-economic benefits through reuse, subject to applicable restrictions associated with privacy, confidentiality, and security.”



3 RCMP Commitments

The *Vision150 and Beyond “Big Five”*:

1. Ensure a safe, equitable workplace.
2. Address systemic racism.
3. Advance reconciliation with Indigenous peoples.
4. Support modern policing.
5. Improve accountability, transparency and conduct.

The *Vision150 and Beyond strategic plan* established four key priorities for the coming three to five years:

- ◆ **Our Culture:** Achieving a modern, trusted and inclusive RCMP.
- ◆ **Our People:** Building a healthy, diverse and professional workforce.
- ◆ **Our Stewardship:** Supporting a well-functioning organization through effective governance and evidence-based decision-making.
- ◆ **Our Policing Services:** Keeping Canada safe through leading-edge policing.

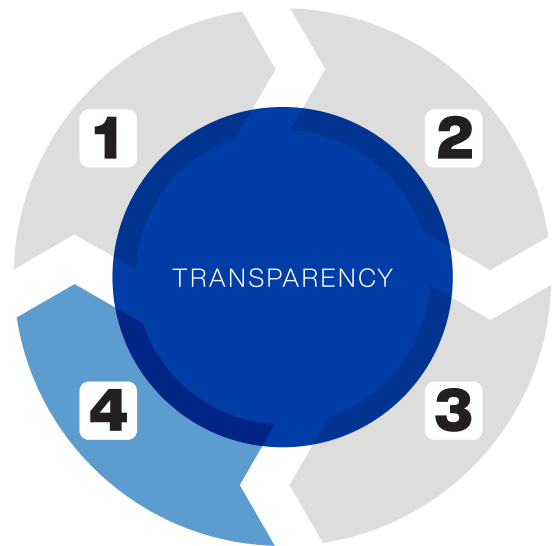
The *RCMP’s renewed core values*:

- ◆ **Act with integrity:** We conduct ourselves ethically, and do so with honesty, dignity, and honour.
- ◆ **Show respect:** We treat all people with fairness. We value and promote reconciliation, diversity and inclusion by being considerate of the democratic rights, history and lived experiences of others.
- ◆ **Demonstrate compassion:** We care for each other and the communities we serve by approaching each situation with empathy and a genuine desire to help.
- ◆ **Take responsibility:** We are transparent about our decisions and actions and hold ourselves accountable for the results and impacts.
- ◆ **Serve with excellence:** We commit to continuous learning, and work collaboratively with colleagues, communities, and partners to provide and support innovative and professional policing services.

Digital Policing Strategy was created to help guide the organization's future as a modern, agile organization, under four themes:

- ◆ **Our Communities:** Meeting the needs of a technologically advanced public.
- ◆ **Our Partners:** Adopting more efficient digital methods to deliver services and exchange information with its law enforcement partners.
- ◆ **Each Other:** Providing mobile devices and apps to employees so they can access RCMP systems from anywhere.
- ◆ **Information:** Creating better, more efficient processes for collecting, storing, and using data to make better policing and business decisions.

Horizontal drivers linked to institutional change and public expectation such as addressing systemic racism and increasing public trust.



4 Socio-demographic

Stimulating the economy

- ◆ Providing data that can be used by anti-crime product inventors or to help establish areas of operation for businesses and crime prevention measures.

Urban design/smart cities

- ◆ Helping cities address safe and accessible urban design planning, road safety or infrastructure changes.

Civic/social drivers

- ◆ Providing data to help drive investments in social services, health, education, etc.

Public expectations around police accountability and transparency

- ◆ A growing demand for increased public access to police information/decisions/data, etc. including insight into the decision-making process. Also, an increasing demand for opportunities for citizen participation in the policy development process.

Observations

Through organizational conversations and stakeholder engagement, the Open Government Section has observed opportunities for improvements to support the successful implementation of this strategy.

Culture

The RCMP is unique in the world since it is a national, federal, provincial and municipal policing body. It's multi-faceted mandate includes preventing and investigating crime; maintaining peace and order; enforcing laws; contributing to national security; ensuring the safety of state officials, visiting dignitaries and foreign missions; and providing vital operational support services to other police and law enforcement agencies within Canada and abroad.



Opportunities

The RCMP's commitment to preserving the peace, upholding the law and providing quality service in partnership with our communities is essential to fulfilling its mandate. However, it will be crucial to better communicate the importance of ensuring there is a close relationship between the notions of 'open by design' and 'security by design'. One of the RCMP's five key themes under the Vision150 and Beyond relates to accountability and transparency and the implementation of this strategy will make significant gains towards accomplishing those goals and more. There is a key opportunity for the organization to move from a culture of 'need-to-know' to a culture of 'right-to-know', in-turn contributing towards an RCMP that is transparent and trustworthy. Even in highly complex and sensitive areas, there are opportunities to increase transparency both in the release of data and information assets but also by increasing transparency regarding what cannot be disclosed, further nurturing open and meaningful participation and building trust.

There is an opportunity to significantly improve transparency across the organization by addressing the lack of knowledge of the benefits to open data, open information and open participation and the understanding of the [Open Government Licence](#). In addition, the RCMP has an opportunity to improve services to Canadians and advance business line initiatives by improving the organizations internal data and information sharing practices. By investing in a culture of transparency the RCMP can foster improved trust amongst employees, partners and the public while leveraging numerous opportunities and efficiencies that are a result of increased sharing. A strong partnership with business lines, specifically Communication Services will be even more essential to advance our efforts in implementing the Open Government principles of transparency, integrity, accountability and participation across the organization.

Access

In addition to the RCMP's commitment within the Justice theme of [Canada's 5th National Action Plan on Open Government](#), the Open Data for Results theme commits the Government of Canada to: "... *managing data and information in an open and strategic manner, building a more mature open government and open data ecosystem, and focusing on disaggregated data. Overall, a better management of data, and a prioritization of publically demanded, high-value data and information, will enable a more inclusive barrier-free Canada.*"



Opportunities

Currently there is a disconnect on where data is being stored and who has access to it. This gap in a more robust data and information governance framework leads to an inability to centrally see what data the RCMP currently holds and generates a risk to both disclosure and evidence-based decision making capabilities. The Open Government Section has the opportunity to work in close collaboration with the Data and Information Governance offices, the various business lines and divisions to ensure proper data and information hygiene (that is of high quality and reliable) for the RCMP, stakeholders and citizens. Establishing a robust data and information access model will ensure that secure data stays secure while encouraging the release of open data.

Participation

The RCMP has a vast array of engagement activities it undertakes as a public safety and policing organization. From day to day community policing to more structured and planned participation initiatives. Participation can be described as a term used to offer opportunities for people to be involved in decisions which affect or are important to them. The RCMP is actively interested in engaging in meaningful dialogue, consultation, involvement, collaboration and reconciliation by creating opportunities for meaningful participation with employees, stakeholders and citizens when outcomes of policy and service design can be influenced.



Opportunities

The Open Government Registry requires a confirmation with the Privy Council Office that all information about departmental consultations are up-to-date. All consultation entries should be updated on an ongoing basis between quarterly call-outs to ensure accuracy for the public and coordinated government planning. There is an opportunity to enhance the participation activities that are planned across the organization and incorporate Open Government principles

and practices in them in a consistent and repeatable manner. The Open Government Section can develop a participation framework and toolkit aligned with the IAP2's spectrum of public participation to aid in more meaningful participation activities that include proper feedback loops to provide participants the results of the activity and the difference it has made. Improving our participation activities is the first step to improving trust internally and externally and will bring the RCMP towards a culture of 'doing with' rather than 'doing to' or 'doing for'.

Technology

In a modern technological era, there is no absence or lack of technology involved in all areas of policing and organizational support. In terms of Transparency and Open Government there are numerous areas that will benefit from a more modern and innovative use of technology from Official Language compliance to accessibility, citizen participation, digitization, enterprise data repository and more.



Opportunities

For citizen participation, be that nation wide and local, there is a gap in one consistent whole of RCMP tool that can be leveraged. Although the RCMP will be actively increasing its use of and promotion of the GC Open Portal, it will still have a gap in regards to a citizen participation platform where citizen engagement, consultation, involvement, collaboration, and feedback can take place in a familiar and consistent manner.

When it comes to the availability of high quality translated information being released, an opportunity exists to look at balancing advance translation technology with specialized human expertise to increase the volume and speed of information that can be released openly. The Open Government Section will partner with translation services and central agencies to explore innovative solutions that meet the quality standards of the [Official Language Act](#) while also improving the amount of content that is available to all.

Benefits of Open Data and Information

Open Government data and information has the potential to provide many benefits for its employees, citizens, including the government itself, businesses, academics, etc. Apart from the obvious benefit of readily having access to datasets with sample sizes in the hundreds or more, several related benefits are also important to consider. Some of the benefits of open data and information include the following:

1. Supports innovation

- ◆ Access to data supports innovation in the private sector by reducing duplication and promoting reuse of existing resources. The availability of data in machine-readable formats allows for creative layering that can be used to analyze markets, predict trends and requirements, and direct businesses in their strategic investment decisions.
- ◆ **Public safety lens:** As the RCMP strives to be an international leader in police transparency and Open Government principles it is essential that the organization continues to evolve. By releasing RCMP open data and information resources, this provides an opportunity to collaborate with internal and external organizations to advance policing initiatives. In turn, leading to the development of innovative services and new business models in regards to community policing.

2. Supports research

- ◆ Access to federal research data supports evidence-based primary research in Canadian and international academic, public sector, and industry-based research communities. Access to collections of data, reports, publications, and artifacts held in federal institutions allows for the use of these collections by researchers.
- ◆ **Public safety lens:** Through leveraging RCMP data and information, this provides an opportunity for several multidisciplinary organizations to provide recommendations and improve every day policing initiatives. There is a growing demand from academia across Canada to access the RCMPs data. An example of this would be access to RCMP race-based data. Providing access can enable academia opportunities to contribute to the organization's efforts in addressing the current systemic challenges.

3. Supports decision making

- ◆ Providing access to public sector service information to support informed decision-making; for example, real-time air travel statistics can help travelers to choose an airline and understand the factors that can lead to flight delays. Giving Canadians their say in decisions that affect them and the resulting potential for innovation and value (builds trust and credibility)
- ◆ **Public safety lens:** Providing access to RCMP data and information regarding services, neighborhood crime statistics, traffic collisions, etc..., social welfare can significantly be improved. Since society benefits from information that is more transparent and accessible, RCMP resources will allow individuals to make informed decisions to advance social innovation. In addition, directly contributing to the RCMP's Vision150 and Beyond commitment of "Supporting a well-functioning organization through effective governance and evidence-based decision-making" as increasing transparency and accountability are key factors in increasing public trust.

4. Reduces administrative overhead

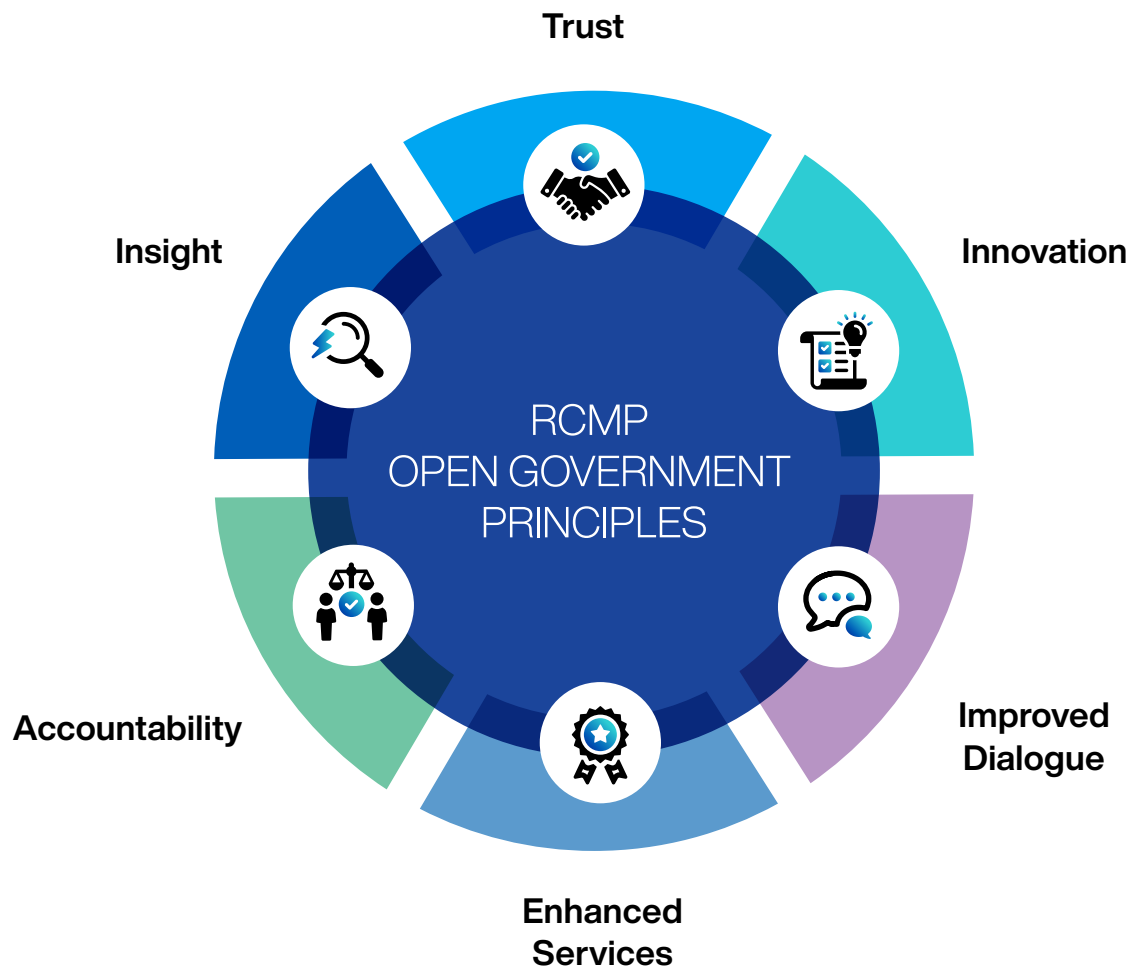
- ◆ Proactively providing data that is relevant to Canadians reduces the amount of access to information requests, email campaigns and media inquiries. This greatly reduces the administrative cost and burden associated with responding to such inquiries.
- ◆ **Public safety lens:** As [per the report](#) by the Information Commissioner on November 17, 2020, the OIC demonstrated an inability by the RCMP to respond to requests for Access to information (ATI) within legislated timeframes. Proactive release and regular open data publications can help reduce the administrative overhead on the organization to respond to requests such as ATI and media inquiries over time. In-turn providing cost-saving opportunities for the RCMP.

5. Increases government accountability

- ◆ Increased access to government data and information provides the public with greater insight into government activities, service delivery, and use of tax dollars. This helps to create accountability in government decision-making and fosters citizens' trust.
- ◆ **Public safety lens:** Due to heightened attention and awareness of police brutality and racial bias within law enforcement and the criminal justice system, there have been emerging calls for improving the role police play in communities. Increasing access to RCMP data and information such as Police Intervention Options, RCMP calls for service, and RCMP employee and diversity statistics will contribute to ensuring the RCMP is held accountable and further enhances trust within society.

Principles

The open government principles of **transparency, integrity, accountability and participation** will ensure this strategy and all transparency related initiatives will enable the RCMP in becoming an international leader that demonstrates:



As we foster these principles, the Open Government Section will contribute to an organization that fosters:



Open by default/design culture

Inclusive development and innovation

Systems that are comparable and interoperable

Data that is accessible and usable

Improved governance and citizen engagement

Timely and comprehensive data and information

Partnerships

Alignment with international and national transparency initiatives will be key in the implementation and advancement of open governments principles within the organization. The Open Government and Data Governance Directorate will ensure alignment through its governance and communications with partners such as:

Key internal partnership:

- ◆ Specialized Policing Services
- ◆ Contracting and Indigenous Policing
- ◆ National Communication Services
- ◆ Professional Responsibility Sector
- ◆ Federal Policing
- ◆ Chief Human Resources Officer
- ◆ Strategic Policy and External Relations
- ◆ Corporate Management
- ◆ Chief Administrative Officer

Key external partnerships:

- ◆ [The National Security Transparency Advisory Group](#) (NS-TAG)
- ◆ The Government of Canada's [Multi-Stakeholder Forum on Open Government](#)
- ◆ The Treasury Board Secretariat's [Open Government](#) Office
- ◆ The [Open Government Partnership](#)
- ◆ The Organisation for Economic Co-operation and Development ([OECD](#))
- ◆ Security and Intelligence Departments
- ◆ Provincial and Municipal Police Services in Canada

Focus

Transparency at the RCMP will focus on five key streams:

1

Open Culture

Creating an organizational culture that promotes transparency in the pursuit of trust. This includes literacy around information/data sharing, changing approaches to the promotion of transparency efforts and an open participation, balancing open by design and duty to protect (privacy/security) in the development of programs, services and related information/data models.

2

Open Data

The identification of data and its release in a machine-readable format that can be freely used, re-used and redistributed by anyone (without restrictions) for the benefit of society and for the improvement of trust and accountability in policing.

3

Open Information

The identification of unstructured information and its release in a machine-readable format that can be freely used, re-used and redistributed by anyone (without restrictions) for the benefit of society and contribution to combatting mis/dis-information in policing services.

4

Citizen Participation

Is about creating an environment of open, honest, and sincere participation activities. It is about a constructive two-way dialogue between the RCMP and the interested partners, stakeholders and citizens which results in better policies, programs and services for Canadians. It includes the participative activities to inform, consult, involve and collaborate in the development of RCMP services, policies, priorities, etc.

5

Transparent Policing

In alignment with the [NS-TAG's recommendation](#) to institutionalize transparency initiatives, we will focus on real time adoption of open and transparent principles applied in front line policing, where appropriate, without jeopardizing public safety and law enforcement objectives. Examples could include transparent policing for protests/assembly — including educating protesters/demonstrators on what constitutes lawful and unlawful acts for peaceful assembly, their rights if questioned or detained, what information is optional vs mandatory to provide to police, etc.

Goals and Outcomes

The RCMP's Open Government Section's action plan will work towards the following seven common goals and outcomes that will better position the RCMP as a transparent, accountable and trusted organization:

1. Increased Citizen Participation



Goal 1

Increase participation by making participation activities more available and valuable to Canadians by providing education and a consistent experience to build confidence in the decision making process.



Outcome 1

RCMP and citizen collaboration that creates an environment that fosters a two-way dialogue making government more responsive to meeting the evolving needs of Canadians.

2. Collaboration



Goal 2

Coming together as a public safety community, organizations will work together to create a citizen-focused structure that best serves the needs of Canadians.



Outcome 2

Improved execution and evidence-based decision-making by leveraging data across the organization. Innovative use of technology for a consistent, coordinated approach to enterprise collaboration with citizens.

3. Availability and Understanding of Data and Information



Goal 3

Increase the availability of information to Canadians by making it easier to find and releasing it on a routine basis on the [Open Government Portal](#).



Outcome 3

Information literacy is increased in Canadians and they have an enhanced understanding of the use and meaning of information. RCMP employees are better equipped with tools for reporting and collaboration.

4. Increased Transparency



Goal 4

Enhancing the transparency of programs and services of the RCMP. Above and beyond the release of data and information, increased transparency runs across all aspects of the organization.



Outcome 4

Increased transparency initiatives run horizontally across the organization creating a culture that operates to build trust and understanding amongst the organization, citizens and partners.

5. Accountability



Goal 5

Fostering accountability through transparency, of the good and the bad, and meaningful communication. To increase the validity of decision-making in the RCMP by making the process more open and inclusive.



Outcome 5

Transparency is adopted not as a means to an end or as a tool to drive a specific narrative, but rather as an all encompassing level of openness. Increased trust that is truly built through the RCMP's ability to demonstrate its accountability.

6. Trust



Goal 6

Establishing trust throughout the organization and with Canadians through transparency and making it the north star statement that all efforts lead to. Enabling the organization to rebuild trust Canadians have with public institutions and policing by having honest and open dialogue, integrity, and accountability.



Outcome 6

Trust will be measured frequently and initiatives/efforts adjusted accordingly. Transparency is an important catalyst to trust, and is complimented with accountability, timeliness, and consistency.

7. Better Decision Making



Goal 7

Transparency is not limited to public consumption of data/information or citizen centric engagement. Transparency is a key internal driver to enhanced decision-making.



Outcome 7

Information and data will be opened internally, to our partners and Canadians, when possible, to help improve decision making both internally and externally to the RCMP. The organization will have balance between open-by-design and security-by-design.

Action Plan

In alignment with the Government of Canada's Digital Standards, the Transparency and Trust Action Plan for the RCMP will continue to evolve over time as we better understand the complexities involved in putting it into action.

1. Governance

Timeframe	Action Plan	Description/ Detailed Actions	Drivers	Goal/ Outcome
Year 1	11 Establish an Open Government Office	Create an Open Government Office dedicated to advancing the release of data/information and the enhancement of employee, partner, stakeholder, and citizen participation in policing services	<ul style="list-style-type: none"> ◆ RCMP commitments ◆ Sociodemographic 	<ul style="list-style-type: none"> ◆ <u>Availability and Understanding of Data and Information Accountability</u> ◆ <u>Trust</u> ◆ <u>Better Decision Making</u>
Year 1	12 Develop an Open Government Strategy	Develop an RCMP Open Government strategy with multi-year action plan and release publicly on the Open Government Portal	<ul style="list-style-type: none"> ◆ Mandate commitments ◆ RCMP commitments 	<ul style="list-style-type: none"> ◆ <u>Collaboration</u> ◆ <u>Availability and Understanding of Data and Information</u> ◆ <u>Trust</u> ◆ <u>Better Decision Making</u>
Year 1	1.3 Develop a release framework	Develop an RCMP release framework that at a minimum should include: <ul style="list-style-type: none"> ◆ Identification process ◆ Prioritization tools/mechanism ◆ Release schemas ◆ Release criteria checklist/approval process ◆ Release report (considerations) ◆ Mitigation strategies ◆ Publishing process and roles ◆ Maintenance schedule and commitments ◆ Open Data quality mechanism 	<ul style="list-style-type: none"> ◆ GC Standards & Directives ◆ RCMP commitments ◆ Sociodemographic 	<ul style="list-style-type: none"> ◆ <u>Availability and Understanding of Data and Information</u> ◆ <u>Accountability</u> ◆ <u>Better Decision Making</u>

Timeframe	Action Plan	Description/ Detailed Actions	Drivers	Goal/ Outcome
Year 1-2	1.4 Stand up governing bodies	<p>Establish an RCMP specific multi-stakeholder forum (MSF) to drive open government priorities and actions within the organization. The MSF should be comprised of academia, civil society, media, youth groups, organizations representing diverse groups of people, and RCMP</p> <p>Establish and RCMP Open Government Working Group aimed at identifying and providing advice for the release of data/information³</p> <p>Establish a Transparent Policing Working Group aimed at identifying opportunities for transparent policing and establishing mechanisms or tools to realize the desired outcomes</p>	<ul style="list-style-type: none"> ◆ Mandate commitment ◆ RCMP commitments 	<ul style="list-style-type: none"> ◆ <u>Increased Citizen Participation</u> ◆ <u>Collaboration</u> ◆ <u>Accountability</u> ◆ <u>Better Decision Making</u>
Year 1-3	1.5 Establish partnerships for Open Government in Policing	<p>Successful open government at the RCMP will require a wide array of partnerships to help advance open government services. These include but are not limited to partnerships with:</p> <ul style="list-style-type: none"> ◆ Treasury Board Secretariat ◆ Privy Council Office ◆ Canada Border Services Agency ◆ Canadian Security Intelligence Service ◆ Communications Security Establishment ◆ Public Safety ◆ Justice Canada ◆ Provincial and Municipal police in Canada ◆ Canadian Association of Chiefs of Police ◆ International Association of Chiefs of Police ◆ National Security Transparency Advisory Group 	<ul style="list-style-type: none"> ◆ Mandate commitment 	<ul style="list-style-type: none"> ◆ <u>Collaboration</u> ◆ <u>Increased Transparency</u> ◆ <u>Better Decision Making</u>

Timeframe	Action Plan	Description/ Detailed Actions	Drivers	Goal/ Outcome
Year 1-3	16 Develop Open Government policy instruments	The RCMP Open Government policy instruments should cover at a minimum; <ul style="list-style-type: none"> ◆ Open Government governance ◆ Release criteria ◆ Open by design model ◆ Declassification of information ◆ Open Government publishing/release requirements 	<ul style="list-style-type: none"> ◆ GC Standards and Directives ◆ RCMP commitments 	<ul style="list-style-type: none"> ◆ <u>Increased Transparency</u> ◆ <u>Accountability</u> ◆ <u>Better Decision Making</u>
Year 2	17 Develop an inventory of releasable datasets/information assets	A frequently updated inventory of: <ul style="list-style-type: none"> ◆ datasets/information release and maintenance cycle ◆ datasets/information approved for release (not yet published) ◆ datasets/information ineligible for release (not approved) 	<ul style="list-style-type: none"> ◆ RCMP commitments ◆ GC Standards & Directives ◆ Sociodemographic 	<ul style="list-style-type: none"> ◆ <u>Availability and Understanding of Data and Information</u> ◆ <u>Accountability</u>
Year 2-3	18 Open Government in Policing Impact / Return on Investment (ROI)	Similar to European Union's evaluation model around Open Data, establish mechanisms to measure the value/impact of open government in policing such as a trust barometer	<ul style="list-style-type: none"> ◆ RCMP commitments ◆ Sociodemographic 	<ul style="list-style-type: none"> ◆ <u>Accountability</u> ◆ <u>Trust</u> ◆ <u>Better Decision Making</u>

2. Participation

Timeframe	Action Plan	Description/ Detailed Actions	Drivers	Goal/ Outcome
Year 1	2.1 Establish a social media outreach plan	<p>The social media outreach plan will incorporate:</p> <ul style="list-style-type: none"> ◆ Social media content calendar by platform (Twitter, Facebook, LinkedIn, Instagram) to: <ul style="list-style-type: none"> ◆ Invoke Action ◆ Raise Awareness ◆ Build Trust ◆ Content release cycle by platform ◆ Parking lot of content and event based content 	<ul style="list-style-type: none"> ◆ RCMP commitments ◆ Sociodemographic 	<ul style="list-style-type: none"> ◆ <u>Increased Citizen Participation</u> ◆ <u>Collaboration</u> ◆ <u>Increased Transparency</u>
Year 1-2	2.2 Establish an engagement roadmap with Indigenous communities and groups	<p>In accordance with First Nations Principles of OCAP® the engagement with Indigenous communities and groups will be essential to ensure Indigenous data sovereignty</p>	<ul style="list-style-type: none"> ◆ Mandate commitments ◆ RCMP commitments ◆ Sociodemographic 	<ul style="list-style-type: none"> ◆ <u>Collaboration</u> ◆ <u>Accountability</u> ◆ <u>Trust</u> ◆ <u>Better Decision Making</u>
Year 2	2.3 Develop a citizen engagement framework	<p>End to end citizen engagement framework that includes at a minimum:</p> <ul style="list-style-type: none"> ◆ Roles and responsibilities for engagement ◆ Engagement scenarios ◆ Engagement protocols/rules ◆ Engagement mechanisms (citizen engagement solution, social media, online, in communities, at detachments, etc.) 	<ul style="list-style-type: none"> ◆ Mandate commitments ◆ RCMP commitments 	<ul style="list-style-type: none"> ◆ <u>Increased Citizen Participation</u> ◆ <u>Collaboration</u>

Timeframe	Action Plan	Description/ Detailed Actions	Drivers	Goal/ Outcome
Year 2-3	<p>2.4 Develop a national citizen engagement and consultation process for policies, initiatives, services and tools</p> <p>2.4.1 Develop a Provincial, Territorial and Municipal engagement guide</p>	<p>Develop an inclusive citizen engagement and consultation process that will:</p> <ul style="list-style-type: none"> ◆ Identify when to engage/consult ◆ Provide mechanisms on how to engage/consult (platforms, handbook etc.) ◆ Establish mechanism for feedback collection and feedback loops ◆ Enable the development of a co-creation handbook and cycle <p>2.4.1: In addition to citizen engagement, the Open Government Section will also engage with organizations/entities that engage with citizens on areas that touch policing and public safety. As a contract police organization the RCMP can advance open data, open information and open engagement by also engaging Provinces, Territories and Municipalities on topics such as;</p> <ul style="list-style-type: none"> ◆ Smart cities ◆ Urban and rural design with policing data ◆ Advanced partnership opportunities for open data sharing <p>Ex: Traffic, social services, health data</p>	<ul style="list-style-type: none"> ◆ Mandate commitments ◆ RCMP commitments ◆ Sociodemographic 	<ul style="list-style-type: none"> ◆ <u>Increased Citizen Participation</u> ◆ <u>Collaboration</u> ◆ <u>Increased Transparency</u> ◆ <u>Better Decision Making</u>
Year 2-3	2.5 Implement an online citizen engagement platform	<p>Solution implemented to enable RCMP and citizen engagement including:</p> <ul style="list-style-type: none"> ◆ Consultations on policies, services, initiatives, projects, technology, etc. ◆ Co-creation of policies, procedures, initiatives, solutions, action plans, etc. ◆ Feedback loop 	<ul style="list-style-type: none"> ◆ Mandate commitments ◆ RCMP commitments 	<ul style="list-style-type: none"> ◆ <u>Increased Citizen Participation</u> ◆ <u>Accountability</u> ◆ <u>Trust</u>

Timeframe	Action Plan	Description/ Detailed Actions	Drivers	Goal/ Outcome
Year 2-3	2.6 Track enterprise engagement activities, centrally	<p>Tracking enterprise engagement activities centrally to:</p> <ul style="list-style-type: none"> ◆ Provide a central oversight on transparency efforts through engagement activities ◆ Ensure collaboration with the RCMP ◆ Lower the risk of duplication of work and effort 	<ul style="list-style-type: none"> ◆ RCMP commitments 	<ul style="list-style-type: none"> ◆ <u>Collaboration</u> ◆ <u>Increased Transparency</u> ◆ <u>Better Decision Making</u>
Year 3	2.7 Implement Story telling with Open Data	<ul style="list-style-type: none"> ◆ Develop a data visualization process for open data (high ranked datasets get visualization, lower value, are released as raw data) ◆ Develop a mechanism for identifying open government success stories 	<ul style="list-style-type: none"> ◆ GC Standards & Directives ◆ RCMP commitments ◆ Sociodemographic 	<ul style="list-style-type: none"> ◆ <u>Increased Citizen Participation</u> ◆ <u>Availability and Understanding of Data and Information</u> ◆ <u>Increased Transparency</u>

3. People/Culture

Timeframe	Action Plan	Description/Detailed Actions	Drivers	Goal/ Outcome
Year 1-2	3.1 Develop a change management strategic framework	<p>The change management strategic framework will include at a minimum response to the following questions:</p> <ul style="list-style-type: none"> ◆ Business objective: What will the initiative achieve? ◆ Approach: How will that achievement be realized? ◆ Measurement: How will the achievement be measured and reported? ◆ Target: What is the forecasted improvement that will define success? <p>The strategic framework will provide the Open Government and Data Governance directorate a roadmap to enable an open by default culture at the RCMP</p>	<ul style="list-style-type: none"> ◆ GC Standards & Directives ◆ RCMP commitments 	<ul style="list-style-type: none"> ◆ <u>Collaboration</u> ◆ <u>Increased Transparency</u> ◆ <u>Accountability</u> ◆ <u>Trust</u>
Year 1-2	3.2 Develop Open Government curriculum/ training/ awareness	<p>Develop RCMP specific training and awareness material to address:</p> <ul style="list-style-type: none"> ◆ Awareness of Open Government (Open Government 101) ◆ Awareness of Open Government Section Services ◆ Proper culture of data and information sharing inside and outside the RCMP ◆ Myths and misunderstandings around data/information sharing ◆ Proper use of open data/information (ex: OSI/OSINT) ◆ Participation activities ◆ Opportunities for open data/information ◆ Risks related to open data/information ◆ Increasing public trust in policing ◆ Information/data declassification ◆ Assigning the appropriate security level to data/information (avoiding under and over classification) <p>Etc.</p>	<ul style="list-style-type: none"> ◆ RCMP commitments 	<ul style="list-style-type: none"> ◆ <u>Collaboration</u> ◆ <u>Availability and Understanding of Data and Information</u> ◆ <u>Better Decision Making</u>

Timeframe	Action Plan	Description/Detailed Actions	Drivers	Goal/ Outcome
Year 1-3	3.3 Information declassification tools/ processes and information security	Aligned with the Government of Canada wide initiative, the RCMP will develop a process/ methodology to declassify information and data as it progresses through its lifecycle. This will enable information and data to be released once it is no longer deemed sensitive to do so	<ul style="list-style-type: none"> ◆ Mandate commitments ◆ GC Standards & Directives ◆ RCMP commitments 	<ul style="list-style-type: none"> ◆ <u>Collaboration</u> ◆ <u>Availability and Understanding of Data and Information</u> ◆ <u>Increased Transparency</u> ◆ <u>Accountability</u>
Year 1-3	3.4 Mandatory training for Open Government Data Governance (OGDG) Directorate employees	<p>OGDG employees will be required to complete the following training:</p> <ul style="list-style-type: none"> ◆ First Nations Principles of OCAP® ◆ Uniting Against Racism (UAR) ◆ Gender Based Analysis Plus (GBA+) ◆ Cultural Awareness and Humility Course ◆ Change Management 	<ul style="list-style-type: none"> ◆ Mandate commitments ◆ RCMP commitments 	<ul style="list-style-type: none"> ◆ <u>Increased Transparency</u> ◆ <u>Trust</u> ◆ <u>Better Decision Making</u>
Year 2-3	3.5 RCMP Open Government Toolkit	Ensuring RCMP employees are supported with an Open Government toolkit on how to foster the principles of transparency, integrity, accountability and participation	<ul style="list-style-type: none"> ◆ GC Standards & Directives ◆ RCMP commitments 	<ul style="list-style-type: none"> ◆ <u>Collaboration</u> ◆ <u>Trust</u> ◆ <u>Better Decision Making</u>
Year 2-3	3.6 Open Government integration in templates	Working with the RCMP business line to integrate Open Government principles in the drafting of, and not limited to, briefing materials, forms, templates. In addition, providing the RCMP with tools on how to write with Open Government in mind to encourage and facilitate the release of Open Information	<ul style="list-style-type: none"> ◆ GC Standards & Directives ◆ RCMP commitments 	<ul style="list-style-type: none"> ◆ <u>Availability and Understanding of Data and Information</u> ◆ <u>Increased Transparency</u>

4. Technology

Timeframe	Action Plan	Description/ Detailed Actions	Drivers	Goal/ Outcome
Year 2-3	4.1 Open Government platform for citizen, partner and stakeholder participation	A platform to create a space to enable open dialogue with citizens, partners and stakeholders. The platform will address gaps in open data visualization not covered by the Federal Geospatial or Open Government platforms	<ul style="list-style-type: none"> ◆ RCMP commitments ◆ Sociodemographic 	<ul style="list-style-type: none"> ◆ <u>Increased Citizen Participation</u> ◆ <u>Collaboration</u> ◆ <u>Availability and Understanding of Data and Information</u> ◆ <u>Trust</u>
Year 2-3	4.2 Establish a bring forward systems for monitoring and maintenance	A tracking tool to monitor and maintain relevant data and for publishing new iterations	<ul style="list-style-type: none"> ◆ GC Standards & Directives 	<ul style="list-style-type: none"> ◆ <u>Availability and Understanding of Data and Information</u> ◆ <u>Better Decision Making</u>
Year 2-3	4.3 RCMP Access to Information (ATI) release library	The creation of a large public facing repository of ALL documents released to the public through access to information requests for others to view	<ul style="list-style-type: none"> ◆ Mandate commitments ◆ GC Standards & Directives ◆ RCMP commitments 	<ul style="list-style-type: none"> ◆ <u>Collaboration</u> ◆ <u>Availability and Understanding of Data and Information</u> ◆ <u>Increased Transparency</u>
Year 3	4.4 Sentiment analysis on trust/ accountability/ transparency of RCMP	Technology to support the implementation of a sentiment analysis tool such as a trust barometer to establish key lessons learned	<ul style="list-style-type: none"> ◆ RCMP commitments ◆ Sociodemographic 	<ul style="list-style-type: none"> ◆ <u>Accountability</u> ◆ <u>Trust</u> ◆ <u>Better Decision Making</u>
Year 3	4.5 Explore RCMP Open Data integration with citizen centric digital assistants (ex: Alexa, Google Home, siri, etc...)	Identifying possibilities for public safety enhancement, through the use of RCMP open data such as; <ul style="list-style-type: none"> ◆ Real time crime data ◆ Safety tips/tricks based on localized events ◆ Safer routes to travel ◆ Local support (neighbourhood watch, etc.) 	<ul style="list-style-type: none"> ◆ Sociodemographic 	<ul style="list-style-type: none"> ◆ <u>Increased Citizen Participation</u> ◆ <u>Availability and Understanding of Data and Information</u> ◆ <u>Increased Transparency</u>

5. Transparent Policing

Timeframe	Action Plan	Description/ Detailed Actions	Drivers	Goal/ Outcome
Year 1-3	5.1 Collecting and releasing high value data related to various policing activities, workforce composition and more	Collecting and releasing high value purpose driven data and information such as: <ul style="list-style-type: none"> ◆ Race Based Data ◆ Datasets with the Disclosure of Police information reports ◆ Main elements of our national security activities and efforts and what guides decision-making Etc.	<ul style="list-style-type: none"> ◆ GC Standards & Directives ◆ RCMP commitments ◆ Sociodemographic 	<ul style="list-style-type: none"> ◆ <u>Availability and Understanding of Data and Information</u> ◆ <u>Increased Transparency</u> ◆ <u>Accountability</u> ◆ <u>Trust</u> ◆ <u>Better Decision Making</u>
Year 2-3	5.2 RCMP Technology release library	In partnership with the National Technology Onboarding Program, the development of an inventory of all technology used by the RCMP (technology library) released publically on the Open Government Portal	<ul style="list-style-type: none"> ◆ GC Standards & Directives ◆ RCMP commitments 	<ul style="list-style-type: none"> ◆ <u>Collaboration</u> ◆ <u>Availability and Understanding of Data and Information</u> ◆ <u>Increased Transparency</u>
Year 2-3	5.3 Real time transparency based target of citizen safety, community safety, lawful activities, etc.	Providing real time transparency to enable: <ul style="list-style-type: none"> ◆ Citizen literacy around lawful rights to protest/ assemble ◆ Real time citizen engagement based on live data <ul style="list-style-type: none"> ◆ High risk traffic incidents ◆ Community threats (Breaking and entering, dangerous suspects, thefts, etc.) ◆ Public push notifications ◆ Crime Mapping Etc.	<ul style="list-style-type: none"> ◆ RCMP commitments ◆ Sociodemographic 	<ul style="list-style-type: none"> ◆ <u>Increased Citizen Participation</u> ◆ <u>Collaboration</u> ◆ <u>Increased Transparency</u> ◆ <u>Trust</u>

Key Performance Indicators

Each initiative will have one or more key performance indicators assigned to it to establish benchmarks of success that can be used to adjust action plan items throughout their implementation. To ensure accountability and transparency, a milestone tracker will be at a minimum reported on annually and publically available on the Open Government Portal.