



Observatory of  
**Public Sector Innovation**

## Canada Report Supplement

Key developments in the history of the innovation system







## Disclosure

This supplementary booklet should be considered as a working document that was used in the production of the report *The Innovation System of the Public Service of Canada* (OECD, 2018).

Due to the fragmented nature of any innovation system, it is quite possible there are errors, omissions, or things that have been misinterpreted or nuances missed (but that's part of the learning process). We invite the reader to note that as such, this document has no official standing, but was shared for instructional purposes as part of OPSI's work and to fulfil the mission to help countries understand their public sector innovation systems. It should not be used as a formal reference or for citation.



## Key developments in the history of the innovation system

The following provides a timeline of many of the key milestones, developments and contextual events. This timeline is not exhaustive, but provides an overview of the developments that helped shape the innovation journey of the Public Service of Canada.

### *1989*

- *PS 2000 Reform* process commences

### *1991*

- Institute of Public Administration of Canada (IPAC) creates Award for Innovative Management
- Creation of the Canadian Centre for Management Development (CCMD) ([http://publications.gc.ca/collections/collection\\_2012/sct-tbs/BT31-4-21-2002-eng.pdf](http://publications.gc.ca/collections/collection_2012/sct-tbs/BT31-4-21-2002-eng.pdf))

### *1992*

- Public Service Reform Act (<http://publications.gc.ca/site/eng/32584/publication.html>)

### *1994*

- Margaret Cottrell-Boyd Innovation Award created and presented
- CCMD holds inaugural “Expo Innovation”

### *1996*

- Policy Research Secretariat was created in the Privy Council Office ([www.horizons.gc.ca/eng/content/history](http://www.horizons.gc.ca/eng/content/history))

### *1999*

- Government On-Line Initiative (<http://publications.gc.ca/collections/Collection/P4-1-2006E.pdf>)

### *2000*

- The Policy Research Secretariat becomes the Policy Research Initiative (PRI)
- “Results for Canadians: A Management Framework for the Government of Canada” is released ([www.tbs-sct.gc.ca/report/res\\_can/rc-eng.pdf](http://www.tbs-sct.gc.ca/report/res_can/rc-eng.pdf))

- Human Resources Development Canada Audit released ([www.researchgate.net/publication/223649202\\_Biggest\\_Scandal\\_in\\_Canadian\\_History\\_HRDC\\_Audit\\_Starts\\_Probity\\_War](http://www.researchgate.net/publication/223649202_Biggest_Scandal_in_Canadian_History_HRDC_Audit_Starts_Probity_War))

## 2002

- “Innovation and Change in the Public Sector: A Seeming Oxymoron” released by Statistics Canada ([www.statcan.gc.ca/pub/88f0006x/88f0006x2002001-eng.pdf](http://www.statcan.gc.ca/pub/88f0006x/88f0006x2002001-eng.pdf))
- CCMD’s Innovation Toolkit published (<http://publications.gc.ca/site/archivee-archived.html?url=http://publications.gc.ca/collections/Collection/SC94-94-2002E.pdf>)

## 2003

- Public Service Modernisation Act (<http://laws-lois.justice.gc.ca/eng/acts/P-33.4>)

## 2004

- Commission of Inquiry into the Sponsorship Program and Advertising Activities ([https://en.wikipedia.org/wiki/Sponsorship\\_scandal](https://en.wikipedia.org/wiki/Sponsorship_scandal))
- CCMD becomes Canada School of Public Service (CSPS) ([https://en.wikipedia.org/wiki/Canada\\_School\\_of\\_Public\\_Service](https://en.wikipedia.org/wiki/Canada_School_of_Public_Service))

## 2005

- Recruitment of Policy Leaders initiative established ([www.canada.ca/en/public-service-commission/jobs/services/recruitment/graduates/recruitment-policy-leaders/what-look-for.html](http://www.canada.ca/en/public-service-commission/jobs/services/recruitment/graduates/recruitment-policy-leaders/what-look-for.html))
- Creation of Service Canada ([https://en.wikipedia.org/wiki/Service\\_Canada](https://en.wikipedia.org/wiki/Service_Canada))
- Canadian Forest Service releases Canadian Wildland Fire Strategy: A Vision for an Innovative and integrated approach to Managing Risks ([http://cfs.nrcan.gc.ca/bookstore\\_pdfs/26218.pdf](http://cfs.nrcan.gc.ca/bookstore_pdfs/26218.pdf))
- Canadian Forest Service develops a learning organisation community of practice and offers training

## 2006

- The clerk of the Privy Council establishes the Deputy Minister’s Steering Committee for Policy Research Initiative (<https://prezi.com/yhnmsjwixwsn/canadian-government-policy-research-system>)

## 2007

- Cabinet Directive on Streamlining Regulation (<http://publications.gc.ca/collections/Collection/BT22-110-2007E.pdf>)

## 2008

- Launch of GCpedia (<https://en.wikipedia.org/wiki/GCpedia>)
- Launch of canada@150 ([www.horizons.gc.ca/eng/book/export/html/1615](http://www.horizons.gc.ca/eng/book/export/html/1615))

## 2009

- Launch of GCconnex (<https://en.wikipedia.org/wiki/GCconnex>)
- Web 2.0 Practitioners Group formed and group conference organised (<http://blog.dbast.com/?p=649>)

## 2010

- Creation of Employee Innovation Program ([www.systemscope.com/change-management/employee-innovation-program-considerations](http://www.systemscope.com/change-management/employee-innovation-program-considerations))
- 1st Policy Ignite event held (<http://policyignite.strikingly.com>)

## 2011

- Red Tape Reduction Commission ([www.cbsa-asfc.gc.ca/agency-agence/actreg-loireg/reduction-eng.html](http://www.cbsa-asfc.gc.ca/agency-agence/actreg-loireg/reduction-eng.html))
- “Innovation in Government? Conversations with Canada’s Public Sector Leaders” ([www.ppforum.ca/sites/default/files/11-916G%20PS%20PPF-Innovation-Strategy-report-EN-WEB.pdf](http://www.ppforum.ca/sites/default/files/11-916G%20PS%20PPF-Innovation-Strategy-report-EN-WEB.pdf))
- Policy Research Institute (PRI) transformed to become Policy Horizons Canada ([www.horizons.gc.ca/eng/content/history](http://www.horizons.gc.ca/eng/content/history))
- Strategic and Operating Review/Deficit Reduction Action Plan ([www.oic-ci.gc.ca/eng/abu-ans\\_cor-inf-inf-cor\\_drap-pard.aspx](http://www.oic-ci.gc.ca/eng/abu-ans_cor-inf-inf-cor_drap-pard.aspx))
- Social innovation agenda at Department of Employment and Social Development starts testing new funding instruments (e.g. pay-for-performance)
- Canada becomes a member of the Open Government Partnership ([www.opengovpartnership.org/countries/canada](http://www.opengovpartnership.org/countries/canada))
- Blueprint 2020: Deputy Minister Committee on Public Service Renewal embarks on a foresight study on the future of the federal Public Service and outlines a proposed vision for the Public Service ([www.ipac.ca/documents/BluePrint\\_2020.pdf](http://www.ipac.ca/documents/BluePrint_2020.pdf))

## 2012

- Interchange Canada established ([www.canada.ca/en/treasury-board-secretariat/services/professional-development/interchange-canada.html](http://www.canada.ca/en/treasury-board-secretariat/services/professional-development/interchange-canada.html))
- Deputy Minister’s Committee on Social Media and Policy Development (DMCSMPD) created (<http://ottawacitizen.com/news/national/federal-government-turning-to-dragons-den-to-shake-up-policymaking>)

## 2013

- *Blueprint 2020*: The Deputy Minister Sub-Committee on Public Service Engagement refines vision for public service and develops an engagement strategy to reach out to all public servants and key external discussants ([www.ipac.ca/documents/BluePrint\\_2020.pdf](http://www.ipac.ca/documents/BluePrint_2020.pdf))
- Formal *Blueprint 2020* process commences, including creation of *Blueprint 2020* Champions in departments ([www.canada.ca/en/privy-council/topics/blueprint-2020-public-service-renewal.html](http://www.canada.ca/en/privy-council/topics/blueprint-2020-public-service-renewal.html))

- DMCSMPD becomes Deputy Minister's Committee on Policy Innovation (DMCPI), holds Dragons' Den, and introduces reverse mentors (<http://ottawacitizen.com/news/national/federal-government-turning-to-dragons-den-to-shake-up-policymaking>)
- Blueprint 2020 Summary Interim Progress Report ([www.clerk.gc.ca/local\\_grfx/bp2020/interim/pdf/BP2020-eng.pdf](http://www.clerk.gc.ca/local_grfx/bp2020/interim/pdf/BP2020-eng.pdf))

## 2014

- Creation of innovation labs by Parks Canada, Natural Resources Canada, and Fisheries and Oceans Canada
- *Destination 2020* released ([www.clerk.gc.ca/local\\_grfx/d2020/Destination2020-eng.pdf](http://www.clerk.gc.ca/local_grfx/d2020/Destination2020-eng.pdf))
- Virtual Policy Challenge held ([www.pco-bcp.gc.ca/index.asp?lang=eng&page=innovation&doc=rpt1/index-eng.htm](http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=innovation&doc=rpt1/index-eng.htm))

## 2015

- Play Exchange competition launched ([www.changemakers.com/play-exchange-0](http://www.changemakers.com/play-exchange-0))
- Establishment of the Central Innovation Hub
- Micro-missions introduced ([www.theglobeandmail.com/news/politics/canadian-heritage-shows-how-public-service-seeks-to-foster-innovation/article29040565](http://www.theglobeandmail.com/news/politics/canadian-heritage-shows-how-public-service-seeks-to-foster-innovation/article29040565))
- *Blueprint 2020* Interdepartmental Innovation Fair ([www.cspsefpc.gc.ca/events/bp2020-iif/index-eng.aspx](http://www.cspsefpc.gc.ca/events/bp2020-iif/index-eng.aspx))
- Public Service Commission of Canada's "The Exchange" conference ([www.finance.gov.sk.ca/PlanningAndReporting/2015-16/2015-16PSCAnnualReport.pdf](http://www.finance.gov.sk.ca/PlanningAndReporting/2015-16/2015-16PSCAnnualReport.pdf))
- PS App Challenge launched ([www.pco-bcp.gc.ca/index.asp?lang=eng&page=innovation&doc=rpt3/index-eng.htm](http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=innovation&doc=rpt3/index-eng.htm))
- First Federal-Provincial-Territorial Clerks and Cabinet Secretaries conference dedicated to policy innovation ([www.pco-bcp.gc.ca/docs/innovation/rpt3/docs/rpt-eng.pdf](http://www.pco-bcp.gc.ca/docs/innovation/rpt3/docs/rpt-eng.pdf))
- Creation of innovation labs by Canada Revenue Agency, Health Canada and Health Agency of Canada, Service Canada, Justice Canada, Employment and Social Development Canada, and Global Affairs Canada
- President of the Treasury Board of Canada Mandate Letter setting out Government's expectations vis-à-vis innovation in the public sector (<http://pm.gc.ca/eng/president-treasury-board-canada-mandate-letter>)
- Report on the Sharing Economy prepared for DMCPI ([www.pco-bcp.gc.ca/index.asp?lang=eng&page=innovation&doc=rpt1/index-eng.htm](http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=innovation&doc=rpt1/index-eng.htm))
- Institute of Public Administration of Canada's (IPAC) "A Discussion on Policy Innovation in the Canadian Public Sector" ([www.fmi.ca/media/936038/Policy\\_Innovation\\_Report\\_IPAC\\_December.pdf](http://www.fmi.ca/media/936038/Policy_Innovation_Report_IPAC_December.pdf))

- Ministerial Mandate letters released publicly (<http://pm.gc.ca/eng/news/2015/11/13/prime-minister-canada-makes-ministerial-mandate-letters-public>)
- Blueprint 2020 Internal Red Tape Reduction Tiger Team established ([www.tbs-sct.gc.ca/rpp/2015-2016/tbd/tbd-eng.pdf](http://www.tbs-sct.gc.ca/rpp/2015-2016/tbd/tbd-eng.pdf))

## 2016

- Novel Policy Instruments Portal released on GCpedia ([www.canada.ca/en/privy-council/corporate/clerk/publications/policy-community-project.html](http://www.canada.ca/en/privy-council/corporate/clerk/publications/policy-community-project.html))
- Call for proposals for International Policy Ideas Challenge, Global Affairs Canada ([www.international.gc.ca/world-monde/policy\\_challenge-2016-defi\\_politique.aspx?lang=eng](http://www.international.gc.ca/world-monde/policy_challenge-2016-defi_politique.aspx?lang=eng))
- Environment and Climate Change Canada creates IdeAction fund to assist innovation within the department ([www.canada.ca/en/environment-climate-change/corporate/transparency/corporate-management-reporting/public-service-renewal-results/other-actions.html](http://www.canada.ca/en/environment-climate-change/corporate/transparency/corporate-management-reporting/public-service-renewal-results/other-actions.html))
- Behavioural Insights Community of Practice ([www.pco-bcp.gc.ca/index.asp?lang=eng&page=innovation&doc=7-eng.htm](http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=innovation&doc=7-eng.htm))
- Policy Community Project launched ([www.canada.ca/en/privy-council/corporate/clerk/publications/policy-community-project.html](http://www.canada.ca/en/privy-council/corporate/clerk/publications/policy-community-project.html))
- Introduction of results and delivery approach in Budget 2016 ([www.budget.gc.ca/2016/docs/plan/ch7-en.html](http://www.budget.gc.ca/2016/docs/plan/ch7-en.html))
- New Direction in Staffing comes into effect ([www.canada.ca/en/public-service-commission/services/appointment-framework/message-public-service-commission-public-servants.html](http://www.canada.ca/en/public-service-commission/services/appointment-framework/message-public-service-commission-public-servants.html))
- Governor General's Innovation Awards established (<https://innovation.gg.ca/en/About>)
- Canada's Third Biennial Plan to the Open Government Partnership (<http://open.canada.ca/en/content/third-biennial-plan-open-government-partnership>)
- Report to the Clerk on the Policy Community Project ([www.canada.ca/en/privy-council/corporate/clerk/publications/policy-community-project.html](http://www.canada.ca/en/privy-council/corporate/clerk/publications/policy-community-project.html))
- Open consultation with Canadians on Open Data Strategy
- Government of Canada's Cloud Computing Strategy ([www.canada.ca/en/treasury-board-secretariat/services/information-technology/cloud-computing/government-canada-cloud-adoption-strategy.html](http://www.canada.ca/en/treasury-board-secretariat/services/information-technology/cloud-computing/government-canada-cloud-adoption-strategy.html))
- GCcollab launches (<https://en.wikipedia.org/wiki/GCcollab>)
- Experimentation Direction for Deputy Heads released ([www.pco-bcp.gc.ca/index.asp?lang=eng&page=innovation&doc=pubs/pubs1-eng.htm](http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=innovation&doc=pubs/pubs1-eng.htm))
- Free Agent Program created (<https://prezi.com/7rzc2xjvcgk/free-agents>)
- Opportunities Platform launches on GCconnex ([www.canada.ca/content/dam/canada/tbs-sct/migration/ip-pi/reports-](http://www.canada.ca/content/dam/canada/tbs-sct/migration/ip-pi/reports-)



[rappports/rpp/2017-18-departmental-plan/treasury-board-canada-secretariat-2017-18-departmental-plan.pdf](#))

- Canadian Digital Service announced in Budget ([www.budget.gc.ca/2017/docs/plan/chap-01-en.html](#))

## 2017

- Policy Community Conference ([www.canada.ca/en/privy-council/news/2017/03/clerk\\_s\\_remarks\\_atthepolicycommunityconference.html](#))
- ADM Committee on Experimentation meets for the first time ([www.canada.ca/content/dam/pco-bcp/documents/pdfs/inn-inn/annual\\_report2016-17\\_eng.pdf](#))
- PCO *Blueprint 2020* – Annual Report 2016 ([www.canada.ca/en/privy-council/services/reports/blueprint-2020/annual-report-2016.html](#))
- Creation of Impact Canada Fund ([www.budget.gc.ca/2017/docs/plan/budget-2017-en.pdf](#))
- Innovative Solutions Canada programme announced ([www.budget.gc.ca/2017/docs/plan/chap-01-en.html](#))
- TBS releases generic Terms & Conditions for transfer payments ([www.canada.ca/content/dam/canada/tbs-sct/migration/ip-pi/reports-rappports/rpp/2017-18-departmental-plan/treasury-board-canada-secretariat-2017-18-departmental-plan.pdf](#))
- Official opening of the Communication Research Centre (CRC) Big Data Analytics Centre ([www.canada.ca/en/innovation-science-economic-development/news/2017/05/official\\_openingofcrcbigdataanalyticscentre.html](#))
- Talent Cloud pilot commences ()
- Central Innovation Hub Annual Report 2016-2017 ([www.canada.ca/en/innovation-hub/services/reports-resources/2016-2017-annual-report.html](#))
- Deputy Minister’s Taskforce on Public Sector Innovation replaces DMCPI, replacement of Reverse Mentors with Policy & Program Entrepreneurs ([www.canada.ca/en/innovation-hub/services/mandate-letter.html](#))
- Federal, Provincial and Territorial Declaration on Public Sector Innovation issued ([www.canada.ca/en/innovation-hub/services/Federal-Provincial-Territorial-Declaration-Public-Sector-Innovation.html](#))
- Central Innovation Hub becomes Impact and Innovation Unit, and Impact Canada Initiative launched ([www.canada.ca/en/innovation-hub/services/blog/announcing-impact-innovation-unit-launch-impact-canada-initiative.html](#))
- Innovative Staffing Resource Management Strategy Launched ([www.canada.ca/en/innovation-hub/services/blog/innovative-staffing-approaches-getting-right-trifecta.html](#))

