



Information and Data Strategy Development

Supporting high-quality data and
decision-making from the ground up





Canada Revenue Agency (CRA)



Mission: Administer tax, benefits, and related programs, and ensure compliance on behalf of governments across Canada, thereby contributing to the ongoing economic and social well-being of Canadians.



Workforce: Over 40,000 employees located throughout Canada, with over 8,000 of these employees performing Business Intelligence-related activities.



CRA data covers a population of over **30 million individuals** and more than **2 million businesses**.

Datasets configured in various ways to facilitate processing of information and advanced analytics.

CRA data is used to inform governmental **social, tax, and fiscal policy**, and **economic forecasting**.

CRA actively contributes to **Canada's Open Data Portal**, giving Canadians easy access to non-confidential data.



Building a Solid Foundation

Data is the foundation for building an analytics capacity to support **effective decision-making, program delivery,** and **reporting**. Information and data are integral in providing **better service**, enabling **better targeted activities** and strengthening **innovation** and **transformation** efforts.

- Governance
- Infrastructure
- Partnerships
- People



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Framework

Where are we today, and where do we want to be?

Engagement

Consult widely and co-develop priorities



Alignment with larger vision

Report to the Clerk of the Privy Council: A Data Strategy Roadmap for the Federal Public Service – Canada.ca

Narrative

Pillars, themes, drivers, guiding philosophy and expected outcomes

Action Plan

Identify short and long term initiatives



Challenges and Lessons Learned

CHALLENGES



Data and Analytics

- Incomplete metadata
- Turning insights into action at a rapid pace
- Data quality



Technology

- Demand for similar resources
- New tools and processes
- Secure remote access



Leveraging Data

- Complex legislation, and rigorous privacy, and security framework
- Variety of information formats



LESSONS LEARNED

- Create linkages between information and data assets to enable better interoperability and ultimately increase the use and usefulness of those assets.
- Centralize most data provisioning allowing for delivery of consistent and reliable statistics.
- Design with delivery of data transparency in mind. If the program is designed thinking about how it will use and report data, the implementation of these data dimensions will be easier and faster.



Thank you

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