

From Data Hoarder to Evidence-Based Organizations: Driving Canada's Digital Future

Presented by Celio Oliveira at CDAO Canada Public Sector 2025

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Breaking the Data Hoarding Cycle in Canada's Public Sector

Unlocking value by transforming collected data into actionable evidence to enhance citizen services and government responsiveness.

Addressing this can improve government responsiveness and unlock better citizen outcomes

Challenge extends beyond technology; it reflects failure to convert data into actionable evidence

Despite heavy investment, little direct value reaches Canadians, eroding public trust



Public sector invests heavily in collecting, storing, and protecting data but uses it minimally

Each department loses over \$3.1 million annually due to lost productivity from data inefficiency

Senior policy analysts spend up to 91 minutes daily searching for relevant data

Quantifying the Hidden Costs of Data Hoarding

Uncovering impacts on productivity, budgets, capabilities, and the environment

Decision Slowdown 21.86% •

IT Budget Inflation 33.33% •



44.81% Capability Loss

Evidence-Based vs Data-Driven Decision Making

Prioritizing Purposeful Evidence Over Volume for Impactful Public Governance

Data-Driven Approach ✗

- Assumes more data automatically improves decisions
- Collects all available data without strategic focus
- Prioritizes volume over value
- Adopts a technology-first mindset

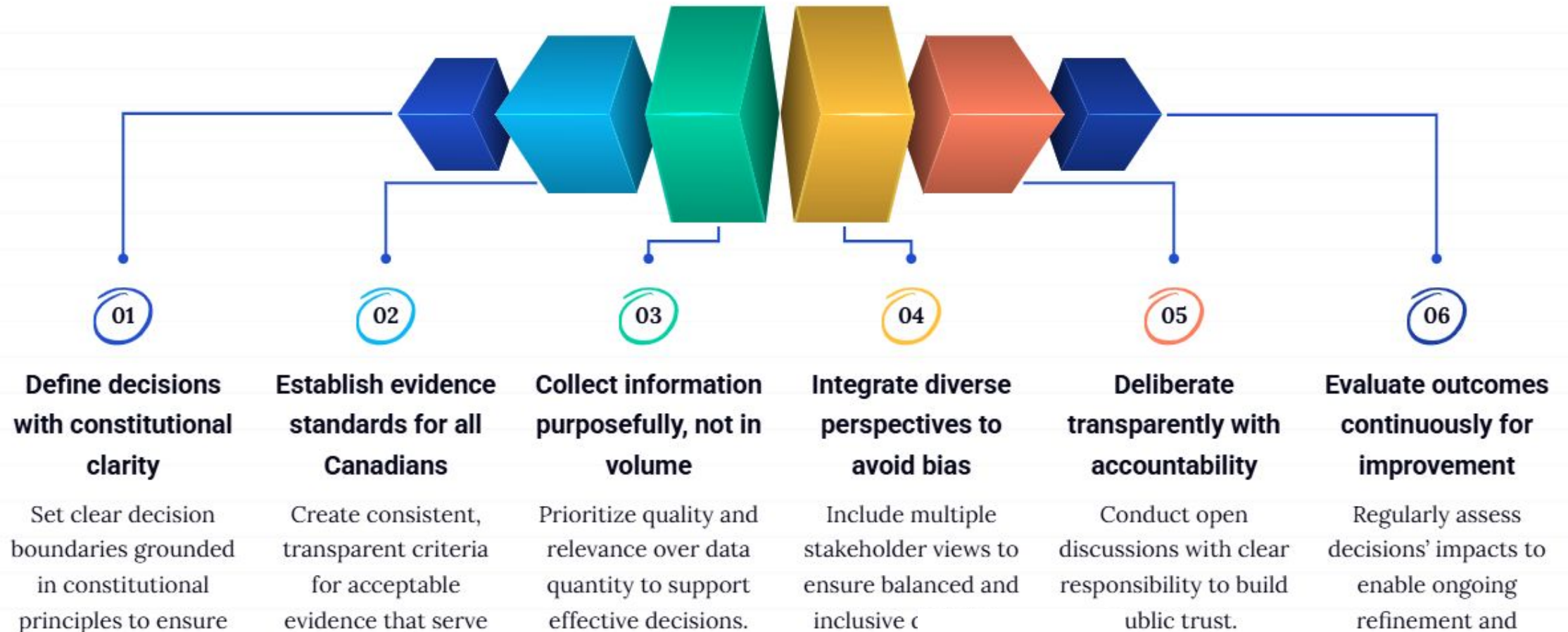
Vs

Evidence-Based Approach ✓

- Collects the right information to inform decisions
- Focuses on data quality aligned with mission goals
- Prioritizes purposeful evidence over quantity
- Enables effective governance and builds public trust

Mastering Evidence-Based Governance with DECIDE

A clear, accountable framework to guide public decision-making for Canadians



Canada's Trust Advantage in Digital Transformation

How trust drives leadership, innovation, and citizen-centered technology

Leadership Metrics

Tied #1 globally with South Korea and Japan for AI and democratic values in 2024

Enables rapid innovation and ethical digital transformation

Institutional Trust

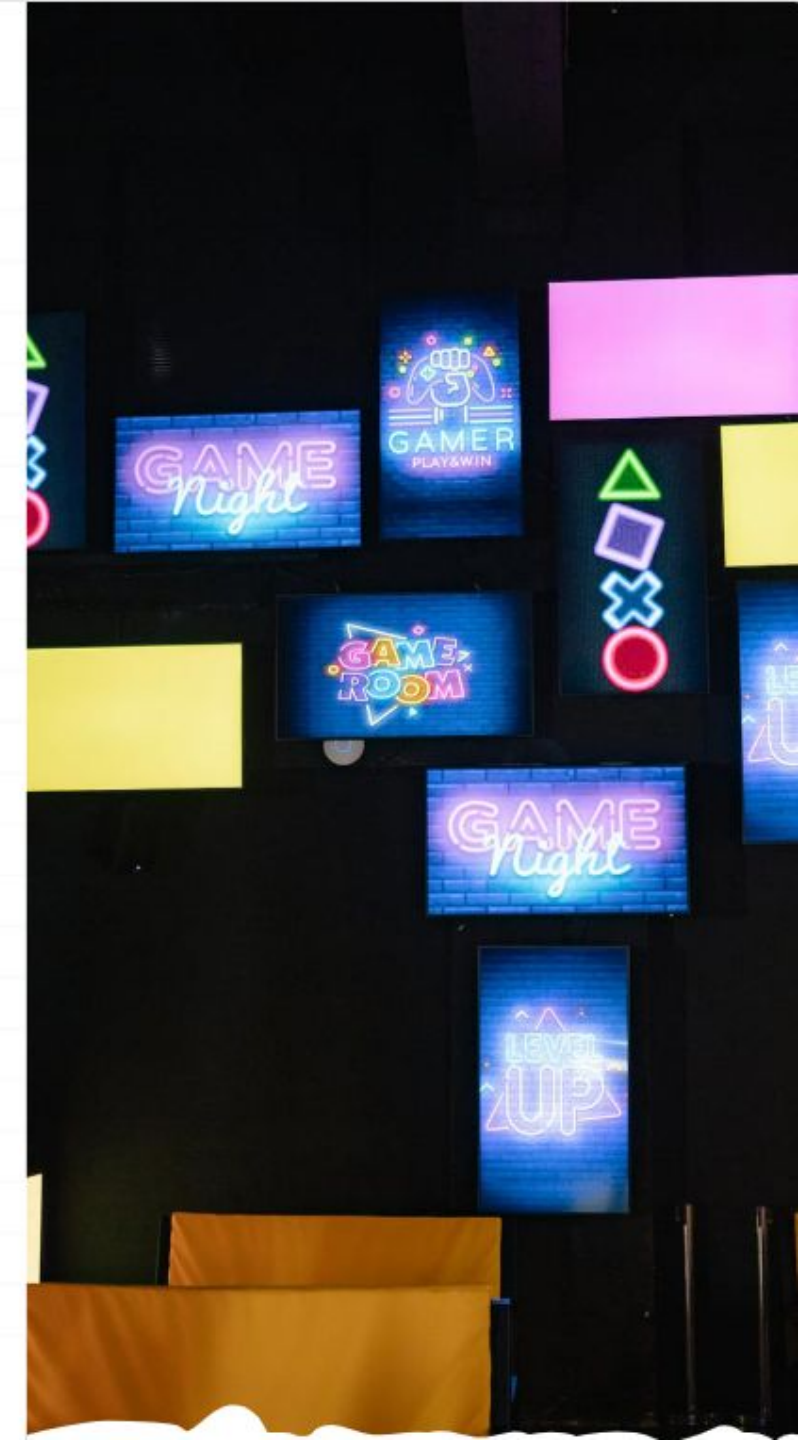
49% trust level, highest among G7 nations

OECD average is 39%, critical for citizen acceptance

Smart City Ranking

Ottawa ranks 3rd among G7 capitals

Showcases leadership in urban technology innovation





Cross-Government AI Excellence: Federal Success Stories

How Canada's departments unite to advance digital sovereignty with AI innovation

Shared Services Canada (SSC)

CANChat serves over 5,300 users

Canadian-trained large language models reduce foreign tech reliance

DSAI Centre of Excellence fosters cross-department collaboration

Agriculture & Agri-Food Canada

AgPal Chat cut manual effort by 90%

Delivers 3,000+ curated resources

Outperforms Google in user testing

Recognized for AgGPT innovation

Department of National Defence

AI Centre launched in July 2024

Targets AI-enabled operations by 2030

International partnerships strengthen defense capabilities

Learning from Global Digital Government Leaders

How Canada adopts proven digital identity and service innovations from Estonia and Ukraine

Estonia's Digital Leadership	Ukraine's Digital Resilience	Canada's Federated Model
Nearly all government services available online 24/7	Diia app serves over 20 million users	Respects provincial jurisdictions
Secured by trusted digital identity systems	Resilient infrastructure ensures service continuity during crises	Focuses on trust, privacy, and interoperability
Data as a strategic asset driving innovation and citizen trust	Trust maintained through transparency	Builds secure, citizen-centric digital services

Project TARDIS: Revolutionizing Reference Data Sharing

Unifying Government Data for Trusted, Evidence-Based Outcomes by 2027

Vision

Create a single source of truth for reference data with interoperable systems that support privacy, ethical sharing, and evidence-based decisions.

Partners

Shared Services Canada leads infrastructure and security; Statistics Canada drives data science and methodology; Treasury Board Secretariat governs policy frameworks.

Outcomes

Eliminate dataset duplication to reduce storage costs and carbon footprint; enhance data quality through joint stewardship; enable AI-driven government solutions; deliver superior integrated citizen services.

Timeline

Formal collaboration agreement scheduled for Q2 2025, setting the stage for architectural transformation through 2027.



Call to Action: Leadership Responsibilities for CDAO

Drive Canada's digital democracy through strategic leadership and ethical innovation

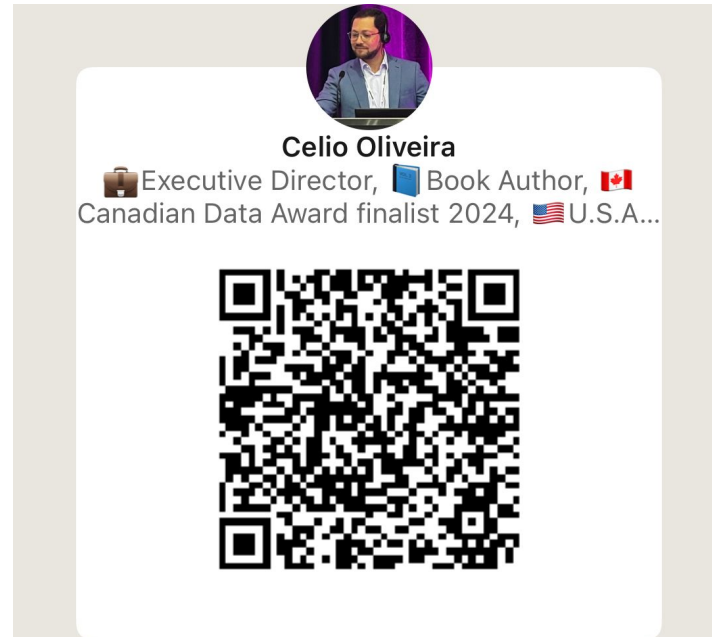
Champion **Evidence-Based Decision Making** by focusing on the evidence needed, not just data collection. Align data efforts with mission outcomes.

Support **Cross-Government Collaboration** to break down silos, enhance efficiency, reduce redundancy, and foster innovation through shared data.

Advocate for **Sustainable, Ethical AI** ensuring AI systems deliver citizen value, protect rights, and minimize environmental impact throughout development.

Together, these actions transform data management from burden to strategic wisdom, building a resilient and trusted digital government.





Thank you!