



Government
of Canada

Gouvernement
du Canada

GOVERNMENT ON-LINE



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MESSAGE FROM THE PRESIDENT

Imagine a world where individuals and businesses can access all information, benefits, and permissions from all levels of government, and also fulfill their obligations, through a secure and integrated access point, using their choice of Internet, phone, in-person, mail or fax.

By having key information and services provided by all levels of government electronically integrated and paired with powerful analytic search and presentation tools, we can help Canadians make better decisions, faster and more efficiently.

The Government On-Line (GOL) initiative was launched with a view to meeting the growing service expectations of our citizens and businesses.

Canadians are among the world's keenest Internet users. Almost fifty percent of us expect to use the Internet or e-mail as the chief means of interacting with the government in the future.

Through the GOL initiative, our goal is to use information and communication technology to enhance Canadians' access to improved and integrated services, anytime, anywhere and in the official language of their choice – by 2005.

We are on the right track. For the third year in a row, an international consultancy has singled out Canada as the world leader in e-government. This is because we have seized the opportunities provided by the Internet to transform our services and the way we provide them to individuals and to businesses. It is a challenge we are up to achieving!

I am pleased to table *Government On-Line: 2003* – a report that highlights progress to date on GOL and service improvement, and points the way to 2005 and beyond.

The paper version was signed by

Lucienne Robillard
President of the Treasury Board



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INTRODUCTION



The Internet is transforming the world in which we live. It is bringing information and services to us in our own homes, when we want them, and in ways that we could not have imagined twenty or thirty years ago.

This is as true for government as it is for the private sector. Every federal department and agency now has a web presence. They have put on-line a rich store of information as well as some very successful, high impact transactional services.

Yet we have just begun to tap into the potential of e-government. *What if* a parent could use the Internet to access the income support, training, day-care, and housing services provided by all levels of government? And could do so using an “intelligent engine” that would first assess his or her needs, and then provide information on relevant programs and services? And could apply on-line for the benefits to which he or she is entitled through a single form?

What if a researcher or a small, not-for-profit organisation could easily learn about all the assistance programs that the government offers through a single Web site? And could use the same basic on-line form to apply for each of these programs? And could re-use data from one application to the next?

What if it were possible to combine all the information the government has on a specific geographical location in order to provide a comprehensive picture, e.g., of land use, air and water quality, development status, weather patterns, flora and fauna? What if it were possible to do so in a way that not only benefits students and researchers, but also supports environmental protection, business investment, and emergency preparedness?

What if would-be entrepreneurs could register and apply on-line for the permits and licences they need from all levels of government using one form, with the information submitted automatically routed to the appropriate departments and agencies?

These are just a few of the future possibilities for which the Government On-Line (GOL) initiative is laying the foundation.

INTERNET USAGE IN CANADA:

Canadians and Canadian businesses are among the world's most enthusiastic Internet users. According to a 2002 survey, about seventy percent of Canadians report that they have recently used the Internet.¹ Almost half of all households have at least one member who regularly uses the Internet from home.² Similarly, almost all large businesses in Canada, and more than three-quarters of all small businesses, now use the Internet.³

Canadians strongly support putting government information and services on-line. More than eighty percent agree with the government's increasing use of information technology,⁴ and *seventy percent of Internet users think that it is important to put all government services on-line.*⁵

Almost fifty percent of Canadians expect that *the Internet (or e-mail) will be their primary way of interacting with government in five years.*⁶ About eighty percent would prefer to access related government services through a single Web site – a “one stop shop”.⁷

At the same time, more than fifty percent of Canadians who use the Internet now use at least one other delivery channel – either a phone call, a visit to a government office, or a letter – to complete a transaction with government.⁸ For example, they seek information on-line before meeting in person with a government employee.

¹ Ekos, *Rethinking the Information Highway: Delivering Services to Canadians* (2002).

² Statistics Canada, Household Internet Use Survey, *The Daily* (July 2002).

³ Ekos, *Rethinking the Information Highway: e-Business in Canada, After the Bust* (2002).

⁴ Ekos, *Rethinking the Information Highway: Delivering Services to Canadians* (2002).

⁵ Ipsos-Reid, *On-Line Research for the Government On-Line Initiative* (2002).

⁶ Ekos, *Rethinking the Information Highway: Delivering Services to Canadians* (2002).

⁷ Malatest, *Clients Speak* (2002).

⁸ Erin Research Inc., *Citizens First 3* (2003).

The GOL Advisory Panel is composed of representatives from the general public, the business and the high-technology sectors, the academic and educational sectors, and the voluntary sector. It provides advice and recommendations on a range of issues such as: the scope and reach of GOL; the priorities and timetable for electronic delivery of government services; how best to foster innovation, service improvement, and increased access through information technologies and electronic service delivery; and partnership opportunities as well as strategies for the joint delivery of services with other levels of government, the private sector, and non-profit organisations.

Advisory Panel: http://www.gol-ged.gc.ca/pnl-grp/index_e.asp

The Internet provides us with an opportunity to co-ordinate service delivery across the various channels. Recognising this, the GOL Advisory Panel (see box) has recommended that we develop an “integrated service delivery network”. Such a network might use the Internet as a “common platform” to support service delivery; government employees would be able to use the Internet to offer the same level of service over the phone or in person that Canadians and businesses would otherwise receive in going on-line themselves. According to the Advisory Panel, this would support the Government of Canada’s “economic and social agendas and *meet the increasing demands and changing expectations of the public for programs, services, and information*”.⁹

THE GOL INITIATIVE:

SOME FEEDBACK FROM THE GOL INTERNET USER FOCUS GROUP (FALL 2002):

“They (the Government of Canada) should provide all conceivable services that are amenable to on-line presentation.”

“I want them to provide anything that can reduce long-term operating costs of the government while providing the public with better service and access.”

“I expect them to provide all forms on-line and allow us to e-mail them in as we do with our taxes.”

“All programs that require paperwork should be available on-line, as well as proposed government legislation.”

“Voting on-line would be cool.”

“I expect everything that they are already doing, plus more, without taking away the traditional forms of service.”

One of the key goals of the GOL initiative is to increase satisfaction with government services by providing on-line access to the most commonly used federal services.

To increase satisfaction, on-line services should be easy to find and use. There should be “no wrong door” – Internet users should be able to find services regardless of whether they know which organisation is responsible for them. Where appropriate, related information and services should be “joined up” – they should be integrated so that Canadians and businesses can conduct multiple transactions in a single on-line visit. Services should also be “smart” – they should be redesigned for on-line delivery in order to make them more convenient and responsive to user needs.

⁹ Government On-Line Advisory Panel, *Transforming Government to Serve Canadians Better* (2002).

To accomplish this, in addition to departmental investments, the Government of Canada is spending \$880 million over six years (2000-05) to put the most commonly used services on-line, to develop Web sites offering single points of access to related services, and to establish the policies and infrastructure that will protect Internet users' privacy and security. (See Appendix A for a breakdown of the central funding for the GOL initiative.)

The United Nations describes Canada's capacity for e-government as "high", noting that "possibly more than any other country it has demonstrated...an intrinsic understanding of e-government's potential and reality".¹⁰ According to the Bertelsmann Foundation, a European research group, Canada's approach "stands out" because it organises on-line information and services not according to administrative structures but, instead, according to client needs.¹¹ Accenture, an international consultancy, says that "Canada's fundamental e-government principles of clear vision, user involvement, good targets, and departmental and jurisdictional integration have served it well to this point"; and that Canada is the only country having "begun the move to the Service Transformation stage of e-government".¹² In 2003 Accenture rated Canada number one in the world for the third year in a row, largely because of its work on service transformation.

While these independent assessments of the GOL initiative illustrate that we have adopted the right approach, the true measure of success is whether Canadians increasingly use and are satisfied with on-line services.

THIS REPORT:

In the first annual report on the GOL initiative, *Government On-Line and Canadians: 2002* (http://www.gol-ged.gc.ca/rpt/gol-ged-rpt_e.asp), the Government of Canada committed to:

- *make government more accessible, and serve all Canadians* – ensure that services are easy to find and use, and offer a choice of format and language;
- *make on-line service better and more responsive* – expand electronic service delivery;
- *build trust and confidence in transacting on-line* – ensure privacy and security.

That report also described the progress made in 2001. The table below summarises the changes that have taken place since then – the progress made in 2002. The following chapters describe this progress in greater detail, and provide examples of what individual Canadians and businesses can expect to see in 2003 and beyond. Services profiled can be found on-line in one of two ways: through the Canada Site (www.canada.gc.ca), or through the electronic version of this report (http://www.gol-ged.gc.ca/index_e.asp).

¹⁰ United Nations Division for Public Economics and Public Administration, *Benchmarking e-Government: A Global Perspective* (2002).

¹¹ Bertelsmann Foundation, *Balanced e-Government: Connecting Efficient Administration and Responsive Democracy* (2002).

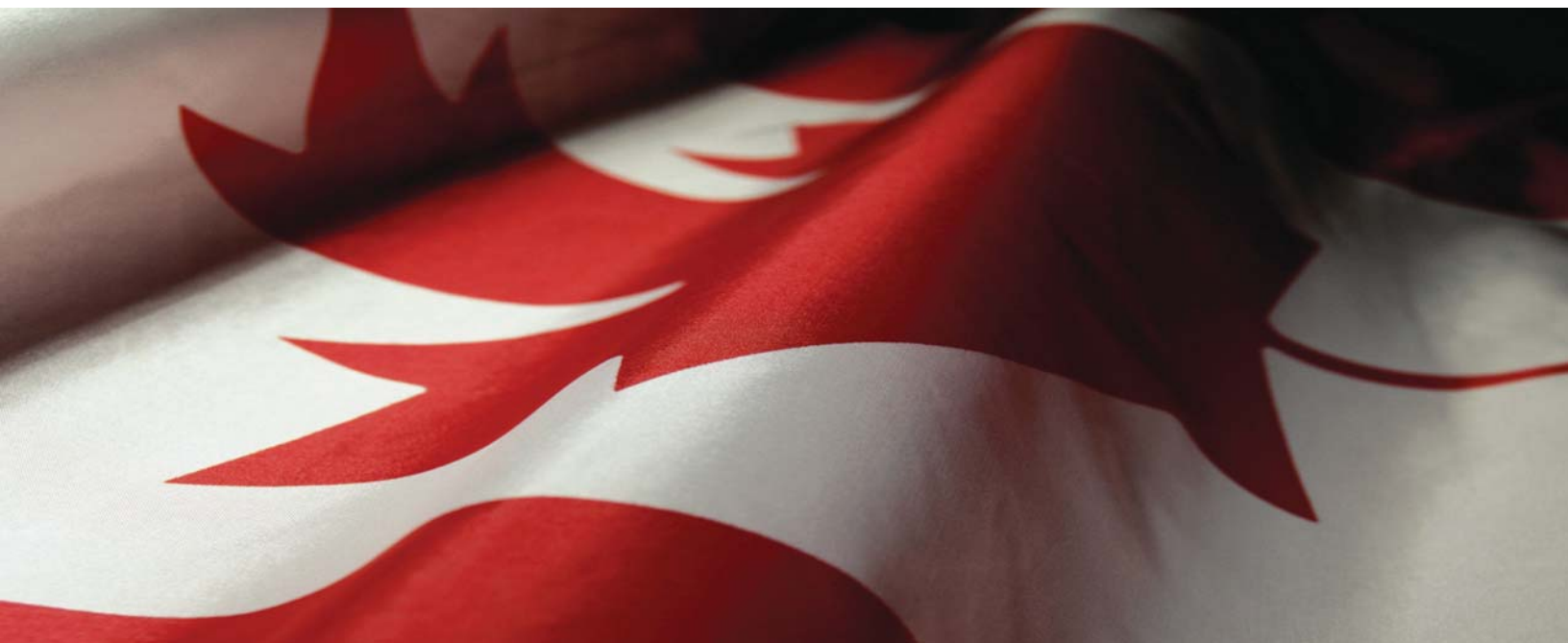
¹² Accenture, *e-Government Leadership: Engaging the Customer* (2003).

COMMITMENT	2001	2002 (SUMMARY OF THIS REPORT)
MAKE GOVERNMENT MORE ACCESSIBLE	<ul style="list-style-type: none"> • On-going work to implement Common Look and Feel (CLF) standards making Web sites easy to use and navigate • Re-design and launch of the Canada Site 	<ul style="list-style-type: none"> • User validation of the re-designed Canada Site, e.g., through focus group testing • Further improvements to the Canada Site, as well as to client-centred Gateways and subject/ audience portals • Launch of services integrated across federal departments and different levels of government • Implementation of CLF standards (December 31, 2002) • Improvements to public Internet access terminals – the assistive technology pilot
MAKE ON-LINE SERVICE BETTER AND MORE RESPONSIVE	<ul style="list-style-type: none"> • 9 services completely on-line • Completion of a series of pilot projects to encourage early on-line delivery of key federal services and to explore horizontal approaches to service delivery • A growing range of on-line information and services for Canadians, international clients, and businesses 	<ul style="list-style-type: none"> • 31 services completely on-line • Significant increase in transactional and personalised information capability for Canadians, international clients, and businesses • An increase from sixty-one percent of Canadian Internet users who visited a Government of Canada Web site at least once in 2000 to seventy percent in 2002 • Significant increase in the take-up of high volume on-line services such as health, taxes, and employment • About a seven percent increase in overall satisfaction with federal services (since 1998); high satisfaction levels with the on-line channel

COMMITMENT**2001****2002 (SUMMARY OF THIS REPORT)****BUILD TRUST AND
CONFIDENCE IN
TRANSACTIONING ON-LINE**

- On-going review of privacy standards and guidelines
 - Formation of consortium to design and build the “Secure Channel” – the hardware and software allowing departments and agencies to securely receive, store, and exchange electronic information; successful delivery of prototype
- Introduction of the Privacy Impact Assessment (PIA) policy, ensuring that privacy issues are addressed early and that services are put on-line only when they provide good privacy protection
 - Guidelines on the use of cookies, and on providing proper notice and obtaining informed consent with regard to the possible collection and use of personal information
 - Revision of the Government Security Policy
 - Provision of enhanced intrusion detection and managed firewall capabilities through the “Secure Channel”
 - On-going migration of departments and agencies to a new, government-wide Extranet
 - Introduction of an on-line authentication service known as *epass*

CHAPTER ONE MORE ACCESSIBLE GOVERNMENT



The Government of Canada is improving access to on-line information and services. It is continuing; to develop a client-centred approach in organising these services; to ensure that federal Web sites are easy to navigate, and provide Internet users with a choice of language and format; and to ensure that there is equitable access to on-line government services. The following chapter discusses each of these issues in turn.

A CLIENT-CENTRED APPROACH:

We have made considerable progress in re-designing the Canada Site around client expectations and priorities (www.canada.gc.ca).

Using focus group research, on-line surveys, and e-mail from users, we restructured the Canada Site in 2001. It now includes *three client-centred points of access*, or “Gateways”, to information and services: Canadians, international clients, and Canadian businesses (see box). Within each of these Gateways, we have further grouped related services together according to subject (e.g., health care) or audience (e.g., seniors) “portals”. (Examples of Gateways and portals can be found at the end of this chapter.)

According to recent statistics, on average more than 1,200,000 people visit the Canada Site per month; about 190,000 visit the Canadians Gateway, 140,000 visit the Non-Canadians Gateway, and 70,000 visit the Business Gateway per month.

Based on direct feedback, we know that Internet users like the overall design of the Canada Site, as well as our approach in organising information and services. At the same time, however, we continue to receive and implement suggestions for improvement.

Specifically, we recently increased the visibility of the three client-centred Gateways on the Canada Site (see illustration). We also added direct access to subject/ audience portals from the Canada Site, as well as a “Your MP” link under the “Government Contacts” section.

DID YOU KNOW...

...that the Canadians Gateway provides a single point of access to information and services that are relevant to Canadians in their everyday lives, e.g., jobs, taxes, health, history, and immigration?

...that the Non-Canadians Gateway provides a single point of access to information and services about doing business with, visiting, working, or studying in Canada?

...that the Business Gateway provides a single point of access to information and services needed over the entire lifecycle of a business, and includes links to the 10 services most requested by businesses?



The wireless portal is the “front door” for accessing wireless Government of Canada services. Users can access it from any web-enabled cell phone or personal digital assistant. The evolving approach is to provide access to services that are optimal for delivery via the wireless medium, rather than simply a wireless version of the Canada Site. At this point, only select services are available, e.g., contact information for MPs and border wait times; but their numbers are evolving and growing progressively.

The wireless portal prototype was reviewed as part of the qualitative research on client expectations and priorities done in November 2002. Overall, feedback from research participants was quite positive.

For instructions on how to use the wireless portal, go to: http://canada.gc.ca/mobile/wireless_e.html

In 2002 we added an e-mail notification feature to the Canada Site, through which Internet users can receive updates when new links are added to their favourite sections on the Canada Site. We also introduced a wireless portal that provides access to select services in the format required by wireless web-enabled devices on a pilot basis (see box).

Internet users can create personalised versions of the Canada Site according to specific needs and interests – they can build a password-protected page of links to federal information and services. In 2002 we improved the quality of these customised pages for individuals using assistive technology.

Another important organisational feature of Gateways and subject/ audience portals is ensuring that there is *“no wrong door” for Internet users*. Imagine, for example, a person who has just turned 65, and who now wants to know about his or her pension. Entering through the Canadians Gateway, this person can select either the “Financial Benefits” or the “Seniors” heading. In either case, he or she will find information on the Canada Pension Plan. The search engine on the Canada Site is a third way to find the same information. This person is successful regardless of where he or she begins – this is the “no wrong door” approach that we are developing.

“NO WRONG DOOR” TO ON-LINE INFORMATION ABOUT THE CANADA PENSION PLAN MEANS:



OR



OR



INTEGRATED INFORMATION AND SERVICES:

The combination or integration of information and services can significantly increase benefits for Internet users. It can improve access by eliminating the need to know which organisations are responsible for delivering which services; it can also minimise the time and effort that users have to invest in order to receive them.

Internet users can find integrated services on a range of subject/ audience portals. For instance, using the Life Events Diagnostic on the “Seniors” portal, Canadians experiencing either the death of a parent or a life care transition can access key information and services. This tool asks users first to identify the province in which they live and then to answer a set of basic questions about their particular situation; from their responses, it produces a list of relevant information about the life event that is affecting them. Additional examples – the Business Start-up Assistant, the Seasonal Safety Issues site, and the Benefits Finder – can be found in the descriptions of Gateways and subject/ audience portals at the end of this chapter.

In a similar fashion, Government of Canada Publications On-line provides a single point of access to more than one hundred thousand free and priced government publications, including regular print documents, electronic products, and alternative formats such as Braille, large print, and audiocassettes. Canadians can search for specific publications, browse the on-line catalogue, and access recent releases. They can also obtain useful reference information for out-of-print publications. In 2003 Canadians will be able to view billing information, shipping status, and track orders; in the near future, they will also be able to pay on-line for the publications they purchase.

EXAMPLES OF FEDERAL-PROVINCIAL COOPERATION

Telehealth is the delivery of health care, through electronic means, at any distance. The Provincial-Federal TeleHealth Program began in order to learn how to build linkages between, and share resources among, First Nations communities and existing provincial and territorial networks. Partners include Health Canada, First Nations and Inuit Health Branch (FNIHB)/Alberta Region, Alberta we//net, Regional Health Authorities, and Alberta First Nations communities.

As a result of the initial implementation phase of the Provincial-Federal TeleHealth Program, Alberta has the largest aboriginal telehealth network in the world, and is the only Health Canada region to provide high-speed connectivity to all health centres/nursing stations. Telehealth programs have been deployed in 21 First Nation Communities, and bi-directional satellite access provides e-mail and Internet access to health care workers in 41 First Nation communities.

Another example of federal-provincial cooperation is the *Income Verification Project*. In recent years, Canadians have increasingly requested confirmation of income data from Canada Customs and Revenue Agency (CCRA) in order to validate their eligibility for income-tested programs administered by various provincial ministries and social service agencies. Traditional methods are cumbersome and time-consuming. A new, on-line process has been developed to make the information available immediately and securely to authorized offices of the provincial government, with the agreement of the individual, in a standard format that all agencies can easily process. As a result, Canadians will have shortened waiting times to receive benefits. About 20 partnerships of this type will be established by the end of 2003.

One of the unique features of this service is the breadth of partnership that is necessary to make it work. All federal institutions provide information on their individual publications for entry into a central publishing database, which Canadians can then access through a single Web site. As a result, they no longer need to know in advance the existence of a particular document, or which departmental program is the author – they can now “shop” for government publications as if they were in any other bookstore.

The pilot “Consultation Portal” helps Canadians learn about public consultations. It was launched in February 2003, and is accessible through the Canada Site. The portal groups information on various consultation activities across federal departments and agencies. Where possible, it also provides direct links to on-line consultations. Specific benefits of the portal include: enhanced public awareness of government consultation activities, increased opportunities for Canadians to participate in these consultations, and improved governmental capacity to engage Canadians. The results of this pilot will be evaluated in the Summer of 2003.

NAVIGATION, FORMAT, AND LANGUAGE OF WEB SITES:

We have implemented Common Look and Feel (CLF) standards that make it easy for Internet users to navigate from one federal Web site to another (http://www.cio-dpi.gc.ca/clf-upe/index_e.asp). Federal sites incorporate a common layout, fonts, graphic standards, and symbols. In this way, they provide consistent visual cues that facilitate their use.

ACCESS ON THE “PERSONS WITH DISABILITIES” PORTAL

This portal contains many features that improve access to content, including:

- Alternate page colours – Internet users can view the site in four different colour schemes to improve contrast;
- Multiple font sizes;
- “Skip navigation” – users relying primarily on their keyboards to navigate the site can go directly to predetermined locations (to the left menu bar or to the content);
- A “what’s on this page?” feature – most pages on the site describe their content at the top to minimize the amount of searching that users have to do; and
- Highlighted links – links are activated when users drag their cursor over them.

CLF ensures *equitable access to content* on federal Web sites. In the first instance, this includes persons with disabilities who rely on assistive devices – e.g., text readers or voice recognition software – to access on-line services; it also includes individuals whose technology – e.g., older web browsers and slow connections, or digital cell phone displays and personal digital assistants – may otherwise limit what they can do through the Internet.

CLF also ensures that *on-line information and services are available to Canadians in the official language of their choice*. Federal Web sites incorporate a navigational button that allows Internet users to switch between French and English as they choose. Other features of these sites include bilingual domain names, welcome pages, server messages, and criteria for search engines.

EQUITABLE ACCESS:

Some Canadians cannot afford to own computers. To ensure that they have access to on-line information and services, public Internet access terminals are available in Community Access Program (CAP) sites such as schools, community centres, and libraries across the country.

Currently, the Government of Canada is piloting an assistive technology, Web-4-All, in a number of CAP sites across the country so that persons with disabilities or literacy challenges can have better public access to services (see box).

Developed by the University of Toronto's Assistive Technology Resource Centre, Web-4-All's "smart card" technology helps users automatically configure public access terminals to meet their individual needs, such as having type faces enlarged or text read aloud. With the support of several private sector organisations, Web-4-All technology has been installed on 167 terminals in selected communities in every province and territory. The goal of the pilot is to install Web-4-All technology on 1000 terminals in selected communities by March 2004.



SERVICES FOR CANADIANS

PUBLIC SAFETY

This Web site provides a single point of access to public safety and security information such as Internet safety for kids, crime, the workplace, transportation, health, national security, and emergencies.

The focus is on Canadian families, children, and the general public. Key features include:

- Recalls, Advisories and Warnings – critical information on allergy alerts, food and product recalls, health and travel warnings, weather advisories, computer viruses;
- Seasonal Issues – integrated information from multiple federal organisations on topical issues throughout the year, e.g., holiday safety tips, winter safety tips, home safety and security;
- Public Safety Resources – important contact information for specific safety concerns; and a
- Monthly Feature Article, of which recent examples include bullying, severe winter weather, smoking, and travel safety.

There is also a Kids Safety feature bringing games, activities, and information together on-line for kids. It includes a virtual mascot – a beaver – to draw their attention and interest them in safety information. An on-line contest has just been held to name this mascot.

The Public Safety site's future plans include: a "My Safety" site that clients will be able to customise according to their needs, and that will allow them to participate in cross-Canada discussion groups on safety issues; as well as e-mail notifications when new information related to identified areas of interest is put on-line.

Web site improvements and modifications are based on ongoing feedback, focus group sessions, and a twice yearly on-line survey.

HEALTH

The Canada Health Portal (CHP) was launched in May 2002. In the first nine months of operation, the number of hits on the portal has increased 1000%.

The CHP is a single point of access to authoritative, reliable, and trusted Canadian health information. It is a collaborative effort involving stakeholders from all areas of health care. The CHP currently includes federal, provincial, and territorial ministries of health. Over time, it will integrate the contributions of non-profit health organisations, educational institutions, and professional associations.

The CHP focuses on groups within the Canadian population with distinct health issues and concerns. For each group, the links provide carefully chosen information that promotes wellness and improves quality of life:

- Children: prenatal information, advice for parents, and a “Just for Kids” site;
- Youth: targets adolescents, parents, and adults who work with youth;
- Seniors: information on safety precautions, home care, and palliative care;
- Women: covers the broad range of health issues affecting women and girls;
- Men: extensive coverage of health issues that affect men and boys;
- Veterans: information on special programs, benefits, and residential care; and
- Aboriginal peoples: health issues that affect Aboriginal peoples and their communities.

FINANCIAL BENEFITS

This Web site provides a single point of access to government financial benefit programs for Canadians; it includes links to more than 350 federal, provincial, and territorial programs and services. Benefit programs are organised according to life events such as unemployment, retirement, and learning, or according to client groups such as seniors, parents, and persons with disabilities. Examples of the types of programs that Canadians can find include: student loans, public pensions, employment programs, housing assistance, and social assistance.

The Financial Benefits site features a helpful Benefits Finder, which identifies the benefits for which Canadians might be eligible. This diagnostic tool asks users a set of basic questions about their life circumstances, while ensuring anonymity, and then produces a list of relevant benefit programs.

In 2002, the Financial Benefits site won a Government and Technology (GTEC) award in the area of Innovative Service Delivery to citizens and businesses, which recognised the site’s success in focusing on the needs of Canadian citizens. As of March 2003, this Web site had received more than 500,000 visitors, demonstrating its popularity with Canadians.

This year, the Financial Benefits site will expand its scope with the addition of a selection of municipal benefits information. There are also plans to further personalise the site by enhancing and refining the Benefits Finder diagnostic tool.



SERVICES FOR INTERNATIONAL CLIENTS

GOING TO CANADA/ NEWCOMERS TO CANADA

This Web site provides a single point of access to information from many federal departments on education, visas, immigration, taxes, customs documentation, travel, language training, and much more. It portrays Canada as an attractive destination to conduct business, to study, to visit, or to live. The audience includes foreign students, immigrants, refugees, newcomers, visitors, and temporary workers. Future plans include personalisation and the development of interactive tools in order to maximise the benefits to clients.

The Going to Canada/ Newcomers to Canada site is one of the most frequently visited Government of Canada subject/ audience portals. It is an excellent example of the client-centred “no wrong door” approach, providing access to information both for new Canadians and for non-Canadians who are planning to come to Canada.

DOING BUSINESS WITH CANADA

The role of this Web site is to communicate why and how to do business with Canada – to promote doing business with Canada, and to help foreign companies to do so. It accomplishes this by providing them with a single point of access to pertinent Government of Canada services and information.

The Doing Business with Canada site includes an interactive tool that provides specific responses to frequently asked questions from foreign companies upon identification of their country, industry sector, and question. For questions related to buying from Canada, investing in Canada, and partnering with Canada in science and technology, the Web site provides Canadian Trade Commissioner Service contacts at embassies, consulates, and high commissions abroad. There is also a section entitled, “Why Do Business with Canada?”, which promotes doing business with Canada. It has a brief introduction to each province and territory, as well as links for further information.

Since this Web site includes a wide range of information, trade staff can respond quickly to basic enquiries by simply referring people to the site. This allows staff to save time, and to focus on assisting businesses interested in buying from Canada, investing in Canada, or partnering with Canada in science and technology. Staff are enthusiastic about being able to use the Web site in this manner.

In 2003 the Doing Business with Canada site will continue to promote Canada as a “high-tech” country that has real business solutions for foreign companies. Specifically, it will continue to integrate the services of 10 federal departments, and will deliver these services through various interactive web tools. This will make it easier for foreign companies to find Canadian exporters, partners, associations, and events; and will streamline information and services for establishing a business in Canada and investing in Canada. The Web site will also introduce an informative and entertaining questionnaire through which international clients can test their knowledge about doing business with Canada.



SERVICES FOR CANADIAN BUSINESS

BusinessGateway.ca offers an invaluable single point of access to government business resources and business-related Web sites in Canada. It represents a collaboration across all Canadian government departments, provinces, and territories, and provides Canadians with the tools they need to start or to expand their business.

While this Gateway supports all Canadian businesses, its initial focus is on small and medium-sized enterprises, as well as individuals and entrepreneurs planning to start a company.

Information is accessible free-of-charge and is organised into high priority subjects that make sense to businesses, for example, “Business Start-up”, which provides federal, provincial, and private sector information on how to start a new business by region. There are also useful tools such as the Buy vs. Lease Calculator, and U.S.-Canada border wait times.

CHAPTER TWO

BETTER, MORE RESPONSIVE SERVICE



As part of its Government On-Line (GOL) initiative, the Government of Canada has committed to making the most commonly used services available on-line by 2005 – the services that touch the lives of the greatest number of Canadians and businesses.

The GOL initiative includes over 130 services from 30 federal departments and agencies. Many of these services are actually a combination of multiple programs. For example, the Health Information and Knowledge Management service includes the Canadian Institutes for Health Research (CIHR), On-line Health Service Delivery, and a Secure Applications Portal. Similarly, the Transportation Licensing and Certification service covers Aircraft Registration and Leasing, Electronic Supply Chain, Flight Training and Aviation Education, and Publication components. (See Appendix B for a complete list of services and programs that will be on-line by 2005.)

Taken together, these on-line services will benefit many different groups of Canadians: from entrepreneurs to large business owners, children to seniors, youth to parents, job seekers to travellers, researchers to students, persons with disabilities to rural communities. They will be available when it is convenient for Internet users; they will save users time and money, and will simplify procedures; they will provide better and more complete information, which will lead, in turn, to more informed decision-making.

The following chapter looks at on-line services, take-up of these services, as well as satisfaction ratings.

CURRENT ON-LINE SERVICE THROUGH THE GOL INITIATIVE:

We have made substantial progress in putting information and transaction services on-line. All federal laws, regulations, and policies are available through the Internet, as is information about every important program. Similarly, all key forms are available on-line.

In 2001, 9 services were completely on-line. *In 2002, this number increased to 31 – almost twenty-five percent of GOL services.* (Examples can be found at the end of this chapter.)

ELECTRONIC DATA REPORTING

Statistics Canada conducts hundreds of household and business surveys each year, and continuously explores all opportunities to improve the data collection process. Recognizing the potential of electronic data reporting (EDR), the Agency began offering an electronic response option for some business surveys a number of years ago. More surveys now include an option to respond via the Internet. The initial focus is on high-frequency business and agriculture surveys. Fully transforming survey collections to include an on-line option will be influenced by a wide variety of factors, such as increasing interest in EDR among respondents, maintaining survey response quality, and managing costs. To complement increasing experience and expertise, Statistics Canada regularly conducts market research to better understand respondents' perceptions of EDR – their expectations as well as potential security concerns – and to guide survey adaptations. Using this combined knowledge and ongoing technological investments, the Agency plans to offer a secure yet simple EDR option to 13,000,000 Canadian households for the 2006 Census.

Almost all services are now at least partly on-line, and are continuing to become more sophisticated. In our first report on the GOL initiative, we identified a number of services for which departments and agencies had plans to develop an on-line delivery channel. Many of these services – e.g., Canada Pension Plan/Old Age Security, Employment Insurance, Government of Canada Publications, Virtual Trade Commissioner, Record of Employment – are now available through the Internet.

For example, *Canadians can now securely apply on-line for general Employment Insurance (EI) benefits* (Appli-Web). They can also find information on eligibility criteria and how to complete an application. Appli-Web is an interactive software application designed for regular and special benefits. Thus far, more than four hundred thousand clients have applied on-line for EI benefits. According to surveys, clients are “very satisfied” with this service. More than eighty percent would recommend the Web site to someone else, and more than seventy percent who have applied on-line would do so again. Clients say they file on-line because doing so is more convenient, and they can avoid line-ups.

In 2003-04, existing kiosks will be converted into Citizens Access Web Stations, which Canadians will be able to use to apply on-line for EI. In 2003, the Interactive Fact-Finding tool will be enhanced to allow claimants to provide additional information on-line in support of claims, thus reducing their need to complete annexes and questionnaires or to provide additional information to government employees. Further, claimants will be able to obtain an estimate of their benefit rate, the effective date and duration of the claim, and the expected date of the first payment. By 2004, they will be able to complete and submit their bi-weekly reports on-line.

Canadians and Canadian businesses can find answers to their tax questions twenty-four hours a day using Canada Customs and Revenue Agency's (CCRA) innovative Interactive Information Service (IIS). The IIS ensures that all relevant facts are considered and provides not only answers to questions, but also references to detailed explanations. This year, for the first time, the IIS answered more than one hundred thousand questions in a single day.

Canadian businesses can file their tax returns through the Internet using services such as Corporation Internet Filing or GST/HST NETFILE. T4 Internet Filing provides three options for completing and transmitting T4 information returns on-line: a web form, a downloadable application, or CCRA-approved commercial software. Corporations can also submit on-line requests for certain financial and non-financial transactions to be processed on their account.

New businesses can register on-line for a Business Number, the GST/HST, payroll deductions, import/ export, and corporate income tax accounts. At the same time, they can register for provincial programs in New Brunswick, Nova Scotia, and Ontario.

By 2005, all everyday tax services for small and medium size enterprises will be available on-line in a secure format. A portal will also be available on the CCRA Web site to provide large businesses with an easy and direct way of accessing the information they need. In the future, "My Account", a feature through which Canadians can securely access information on their personal tax account or benefit entitlements, will be expanded to include businesses.

International clients who have applied for immigration to Canada, and their Canadian sponsors, can securely check the status of their applications on-line through e-Client Application Status (e-CAS). In 2003, this service will be extended to citizenship applications, and clients residing in Canada will be able to pay their fees on-line.

International clients also have access to a comprehensive range of information concerning immigration and citizenship programs and requirements, downloadable and fillable application forms and guides, information and links to Canadian missions world-wide that offer immigration services, and call centre numbers (for clients in Canada).

In addition, some services use *sophisticated information technology, e.g., to facilitate border crossings for pre-approved, low-risk travellers*. NEXUS is a joint Canadian-American customs and immigration program. Once approved in both Canada and the United States as low-risk travellers, NEXUS

members can enjoy a quicker and easier entry process when crossing the border – they can use dedicated lanes and may not be regularly subjected to customs and immigration questioning.

CANPASS-Air allows low-risk travellers to move quickly through customs inspections at major Canadian airports. Once approved, CANPASS-Air members can use a kiosk that captures an image of their eye; it recognises the iris of their eye as proof of their identity. Members can also pay duties or taxes on declared imported goods at these kiosks using a pre-authorised credit card. The Government of Canada began accepting applications for this program in January of this year. CANPASS-Air kiosks have opened at the Vancouver International Airport; kiosks will open later in 2003 at airports in Calgary, Edmonton, Halifax, Montreal, Ottawa, Toronto, and Winnipeg.

TAKE-UP:

*Canada leads all other Western industrialised nations in the take-up of on-line government services.*¹³ Seventy percent of Canadian Internet users have visited a Government of Canada Web site at least once in the past year, an increase from sixty-one percent in 2000.¹⁴

Canadians are visiting government Web sites not just to get information on specific programs and services, although this continues to be important to them. *More than half of the Internet users who visited a government site in 2002 did so to conduct a specific transaction.*¹⁵ For example, they filled out applications on-line, sent e-mails, ordered publications or other materials, and made payments.

Health, taxes, and employment are some of the most popular on-line services. We described work in these areas in last year's report. Take-up has increased significantly since then; at the same time, we have expanded what Canadians can do on-line.

The Canadian Health Network (CHN) is a national, bilingual, web-based health information service. Its partners include Health Canada, national and provincial/ territorial non-profit organisations, universities, hospitals, and community organisations. CHN has links to more than thirteen thousand English and French health-related documents. In 2002 it averaged more than seventy thousand unique visitors per month, which represents a one hundred and twenty-five percent increase since 1999. Further, this number is continuing to grow; thus far in 2003, an average of eighty-six thousand Internet users have visited CHN per month.

For several years Canadians have been able to file their income tax returns electronically using CCRA-certified software (NETFILE), over the phone (TELEFILE), or via a third-party transmitter (EFILE). Last year they filed almost nine million tax returns electronically, about forty percent of all individual returns filed. According to a recent survey, Canadians are satisfied with the quality of this service; almost everyone who used NETFILE would do so again. The forecast is that this year ten million individual returns will be filed electronically.

¹³ *The Economist* (January 2003).

¹⁴ Erin Research Inc., *Citizens First 3* (2003).

¹⁵ *Ibid.*

Job Bank is the largest web-based network of job postings available to Canadians (see box). It provides access to over forty-six thousand jobs at any one time, with up to two thousand new jobs posted every day. Almost all Canadians looking at these postings do so on-line, and almost sixty percent of businesses post their job openings to the Job Bank electronically.

The Government of Canada is also using the Internet to hire employees. Last year it received more than eight hundred thousand applications for jobs with the federal government; eighty-three percent of these applications were submitted through the main federal recruitment site. This number is expected to increase to more than ninety percent by 2005. Further, almost all Post-Secondary Recruitment (PSR) and Federal Student Work Experience Program (FSWEP) candidates applied on-line in 2002.

CLIENT SATISFACTION:

While Canadians recognise that government has a more difficult role than private sector organisations – e.g., because it must balance the public interest against meeting individual needs – they nevertheless believe that government should provide higher quality service.¹⁶

According to the most recent *Citizens First* study (see box), Canadians rated their overall satisfaction with federal services in 2002 at sixty-four percent.¹⁷ Their satisfaction with federal services has increased steadily since 1998. There is also evidence that Canadians' perceptions of service quality vary across delivery channels; for example, their satisfaction with on-line government services is sixty-eight percent, whereas their satisfaction with services available by phone is only fifty-six percent.¹⁸

A CLOSER LOOK AT ON-LINE EMPLOYMENT SERVICES...

The Government of Canada provides a comprehensive set of job services for Canadians and businesses on-line. Job Bank is the largest web-based network of job postings available to Canadians. It provides access to over 46,000 jobs at any one time, with up to 2,000 new jobs posted every day. Ninety-nine percent of Canadians looking at these postings do so on-line; in 2002, the Web site was visited more than 66,000,000 times.

Job Bank for Employers allows businesses to post their job openings electronically free of charge. When this service was launched, the prediction was that 10% of all job openings would be posted electronically; by December 2002, however, almost 60% of all openings were being posted electronically.

The Electronic Labour Exchange (ELE) is a way for job seekers and businesses to find one another. It is only available through the Internet. ELE uses electronic checklists to match work to people and people to work. Job seekers complete a quick and easy on-line checklist in order to advertise their skills. Businesses use these descriptions of skills, education, and experience to find someone who matches their job descriptions. Currently, 150,000 employers and job-seekers have registered to use ELE; at least one-quarter of registrants are able to find matches that may lead to employment.

¹⁶ *Ibid.*

¹⁷ *Ibid.*

¹⁸ *Ibid.*

In 1998, the Citizen-Centred Service Network (CCSN) published the landmark *Citizens First* report, which identified key drivers of service satisfaction and provided a baseline for comparative research on many public and private sector services. It also urged creation of “sustained capacity” to pioneer research on, and to promote, citizen-centred service delivery.

Based on this recommendation, the Institute for Citizen-Centred Service (ICCS) was created. This Institute provides a new, collaborative way of working with different levels of government to share knowledge about the best ways of putting citizens’ needs and expectations first.

The ICCS is responsible for the Common Measurements Tool (CMT), which is available to organisations wanting to measure the quality of their services against a common standard. In support of this, the ICCS has built a database so that, on a confidential basis, users can compare their performance with that of other, like jurisdictions.

The ICCS has just produced the third *Citizens First* report, continuing the research begun in 1998 on the changing needs and priorities of citizens. The Government of Canada, nine provinces/ territories, and five municipalities sponsored this survey. The results are based on a weighted sample of 8,759 respondents, and are statistically representative of the Canadian population with respect to age, gender, and region.

ICCS/ *Citizens First* studies/ CMT:
<http://www.iccs-isac.org>

Asked to rate a government Web site with which they are familiar, ninety percent of Canadians say that it is at least as good as other sites; more than half say that it is better.¹⁹ *More than eighty percent who have used an on-line version of a government service would do so again.*²⁰ In addition, over fifty percent of Canadians who want to receive services through a different delivery channel would like to switch to the Internet or e-mail; this compares with only twenty-one percent who would like to switch to in person service, nineteen percent to the phone, and seven percent to the mail.²¹

An important part of our 2005 target is to improve the overall level of satisfaction with federal services by ten percent in comparison with what it was in 1998. As the *Citizens First* 3 study shows, electronic service delivery can raise overall satisfaction levels.²² Canadians are telling us that they want on-line services that (i) are easy to find (accessible), (ii) provide complete information, (iii) are visually appealing, and (iv) enable them to obtain their desired outcome.²³ Their priorities for service improvement include employment insurance, customs and immigration border services, health information, taxes, and the Canada Pension Plan/ Old Age Security program.²⁴ We are using this feedback to develop high quality services that Canadians will like and will use.

¹⁹ *Ibid.*

²⁰ *Ibid.*

²¹ *Ibid.*

²² *Ibid.*

²³ *Ibid.*

²⁴ *Ibid.*



SERVICES FOR CANADIANS

CONSUMER INFORMATION

CANADIAN CONSUMER INFORMATION GATEWAY

The Canadian Consumer Information Gateway is a partnership of more than 400 federal departments and agencies, provincial and territorial ministries, and non-governmental organisations. These groups have combined their efforts to provide the most comprehensive and reliable source of consumer information available anywhere in Canada. Topics range from health protection issues and product recalls to landlord/tenant agreements; in addition, there are interactive financial calculators that help Canadians make decisions on credit cards, financial service charges, and borrowing strategies.

One of the new tools available on the Consumer Gateway is the “Complaint Courier”, which helps Canadians to lodge complaints effectively. It guides them through the complaint process, offering step-by-step advice beginning with a determination of the validity of the complaint, actually writing the complaint letter, and concluding with the delivery of the complaint directly to the appropriate agency.

CULTURE, HERITAGE, AND RECREATION

VIRTUAL MUSEUM OF CANADA

The Virtual Museum of Canada (VMC), administered by the Canadian Heritage Information Network (CHIN) as part of the Canadian Culture On-line Program, enables Canadians to access, in both official languages, the cultural treasures and resources of Canada’s museums and galleries. Through CHIN, the Government of Canada invests in the creation of cutting edge on-line exhibitions developed by heritage organisations. In addition to these exhibitions, the VMC offers games, educational materials, more than 325,000 images and records of museum collections, as well as information about thousands of heritage attractions.

ECONOMY AND SOCIETY

STATISTICS

Established in 1994, Statistics Canada’s central Internet site is a virtual library for all the data and information that it publishes electronically. The Web site is updated daily. Traffic has increased significantly each year to 10,000,000 visitors annually.

Electronic publishing from databases has enabled the Agency to introduce innovative presentations of statistics, including the use of mapping features accompanying the statistical profiles of more than 6,000 communities. The diversity of the information modules on the Web site reflects the wide variety of Canadian information users that it serves. As an example, the Internet has allowed Statistics Canada to extend its support to students and teachers: data packaged into formats for classroom or research use are available at no charge, together with lesson plans and other teaching materials; and students consistently make up over 25% of site visitors. Overall, the Agency’s data, or links to its Web site, appear in more than two-thirds of the information portals on the Canada Site (see Chapter One).



BUSINESS START-UP

INCORPORATIONS

Businesses can use the Internet to incorporate under the *Canada Business Corporations Act*, make address and director changes, access and retrieve information products, and make payments in a secure manner. On-line applications to incorporate businesses are quicker than paper applications. They are also easier to process, and the resulting cost savings are passed on to clients in the form of lower fees.

In 2002, the Government of Canada introduced a joint on-line registration program in Newfoundland & Labrador, Nova Scotia, and Ontario. Businesses in these three provinces can now apply to register provincially at the same time that they incorporate federally. It also enables them to file their federal and provincial annual returns where applicable. The result is greater efficiency for businesses because now they only have to complete one set of on-line forms, not two as in the past. Recent statistics show that on average, over 70% of all eligible new incorporations are using this service to apply for provincial registration.

NEWLY UPGRADED AUTOMATED NAME SEARCH (NUANS) SYSTEM

A NUANS report is an electronic search of all registered business and trademark names, both federal and provincial, which determines whether or not a new business can use proposed names. The NUANS name search report is a statutory requirement in the registration of a business for the Government of Canada as well as most provinces.

Through a unique public-private sector partnership, the federal government offers an electronic name search program (NUANS) through the Search House Community or intermediaries. NUANS software, data files, and documentation belong to the federal government; the system is operated and maintained by private sector companies. Using NUANS, clients can browse the existing database of over 7,000,000 names, access weekly reports on trademarks, and find related goods and services.

In addition, the NUANS real-time system is now available through the Internet to Canadian businesses who are also incorporating federally. Through this integrated approach, businesses can obtain an electronic NUANS Name Search Report and electronically file their application to register their company with the federal government at the same place and time.

NUANS clients can generate a five page electronic NUANS Search Report listing the 50 most similar corporate and trademark names to the name they have proposed, directly on-line. This electronic system provides them with real and significant benefits. Using it, clients can generate reports of corporate names that are similar to the one that they are proposing in an average of one minute, rather than the two days that it takes using a search house. The cost is also significantly less.

CHAPTER THREE

BUILDING TRUST AND CONFIDENCE IN ON-LINE SERVICE



Canadians expect more from the Government of Canada than from the private sector in terms of protecting individual privacy on-line, and ensuring that transactions are secure. Their perceptions about how well the government is doing in these areas have a significant impact on the extent to which they use on-line services. The following chapter discusses privacy and security in turn.

PRIVACY:

We are committed to protecting Canadians' personal information in the delivery of services across all channels, including the Internet. This means ensuring that privacy issues are addressed early in the design of services, that Canadians have confidence in the Government of Canada's handling of personal information, and that departments and agencies consistently adhere to the *Privacy Act* in the delivery of services.

In order to achieve these goals, the Government of Canada recently introduced the Privacy Impact Assessment (PIA) policy (http://www.tbs-sct.gc.ca/pubs_pol/ciopubs/pia-pefr/paip-pefr_e.asp). This policy requires departments and agencies to conduct assessments for any new or redesigned service that may raise privacy issues. They have to submit these assessments to the Office of the Privacy Commissioner before implementing the services in question, and publish summaries of assessment results on their Web sites.

PIA GOALS INCLUDE:

- Building trust and confidence with Canadians;
- Promoting awareness and understanding of privacy issues;
- Ensuring privacy protection is a key consideration in the initial framing of a project's objectives and activities;
- Identifying a clear accountability for privacy issues; and
- Providing decision-makers with the information necessary to make informed policy, system design, or procurement decisions.

Using privacy impact assessments, departments and agencies can ensure that privacy issues are addressed at an early stage, and that services are put on-line only when they provide good privacy protection. The Privacy Commissioner of Canada has praised this approach, saying,

I am very pleased that the Government of Canada has demonstrated its commitment to the privacy rights of Canadians by agreeing to build in privacy solutions at the outset. The government has recognised that respect for citizens' privacy is critical to the success of all its programs and services, including the Government On-Line (GOL) initiative.²⁵

In addition, the Government of Canada has issued guidelines for departments and agencies on the use of cookies – small text files placed on a visitor's computer by a Web site in order to remember certain pieces of information. These guidelines ensure that cookies are only used when necessary, that they collect minimal or no personal information, and that visitors have an option to access content on federal sites without the use of cookies (http://www.cio-dpi.gc.ca/pgol-pged/cookies-temoins/intro_e.asp). Notice and Consent guidelines have also been prepared to ensure that departments demonstrate their openness and accountability in the collection of any personal information, that Internet users are informed about what will be done with any personal information they provide, and that their consent is obtained to use this information.

SECURITY:

The Internet is shifting the way in which we approach security. The Government of Canada has revised the Government Security Policy, which includes IT security standards (http://www.tbs-sct.gc.ca/pubs_pol/gospubs/TBM_12A/gsp-psg_e.asp). This policy calls on departments and agencies to meet baseline security requirements, and to engage in continuous and dynamic security risk management. It requires them to be able to detect, respond to, and recover from attacks that may take place against information systems and networks.

In our first report on the GOL initiative, we noted that a private-public sector consortium had been formed and had begun to build a common secure infrastructure for electronic service delivery. *The goal of this project, known as the "Secure Channel" initiative, is to provide highly secure, responsive, and economical access to government services* – to assure Canadians that the information they provide to us,

²⁵ George Radwanski, The Privacy Commissioner of Canada, *Privacy Commissioner Expresses Support for Government's New Privacy Policy* (news release, April 24, 2002).

and the transactions they conduct with us, are protected. The “Secure Channel” will identify and authenticate the Internet users to whom we provide services; it will also provide broadband network, directory, and secure messaging services.

In 2002 the “Secure Channel” incorporated enhanced Internet Protocol (IP) perimeter defence capabilities, including intrusion detection and managed firewalls. These services ensure that the “Secure Channel” is not compromised. In addition, departments and agencies began to migrate to a new, government-wide Extranet, which connects individual networks and facilitates access to common government applications as well as the Internet. The new Extranet makes it possible for federal employees to securely transmit electronic information and documents, and provides the foundation for a future secure network that could be used to communicate with other jurisdictions and third-party organisations.

Last year, we also introduced an authentication service known as *epass*. It provides the same level of confidence in an Internet environment that face-to-face contact, sealed envelopes, and official documents provide in a traditional one.

Epass allows departments and agencies to confirm that Internet users are who they say they are, and it assures users that they are dealing with the government organisation with whom they want to deal. Users can send personal information through the Internet, knowing that only the intended recipients will receive it. They can also electronically sign documents, thus making it unnecessary to go to an office to complete a transaction.

Currently, Canadians can use *epass* to securely check or change their home addresses, their mailing addresses, and their phone numbers on-line with Canada Customs and Revenue Agency. In 2003, we will expand the number of services for which Canadians and businesses can use *epass*, including on-line submission of records of employment to Human Resources Development Canada. We will also deliver a common e-payment service – a common on-line interface for credit card payments to the government that will be integrated with Receiver General of Canada systems.

HOW TO GET AN *EPASS*

- 1) Validate your identity using information that is known only to you and the department in question.
- 2) Choose a user ID and password.
- 3) Select and provide answers to predetermined questions that will enable you to regain access to your *epass* in the event that you forget your password.

CHAPTER FOUR WHAT'S NEXT?



Over the next three years, the Government of Canada will continue to improve access to on-line services, further protect individual privacy, and complete the development of the “Secure Channel”.

SOME BENEFITS SERVICES FOR WHICH WE ARE DEVELOPING ON-LINE DELIVERY BY 2005:

- Canada Pension Plan/ Old Age Security Program;
- Canada student loans;
- Disability pensions and health services for veterans;
- First Nations and Inuit transfer payments; and
- International development assistance programs.

By 2005, all commonly used services will be on-line. Information services will provide real-time data, portals for specific groups, extensive interactive features, and plain language documents. Transaction services will provide significant capability to conduct business with the government.

In doing this, the Government of Canada will continue to look for ways to reduce the need for multiple versions of similar tools – it will continue to look for opportunities to serve Canadians in more efficient and cost-effective ways. Examples of this include common Web sites such as Publications On-line and the Consultation Portal described in Chapter One, which provide information from departments and agencies through a single point of access. Other examples of ongoing projects range from common content management systems and common metadata training to common web metrics.

The longer-term challenge will be to integrate the various service delivery channels – the Internet, the phone, government offices, and the mail. As the GOL Advisory Panel notes, “Government On-Line is but a part of a much broader issue – the total transformation of how governments organise to provide services and information in the future both to the users of their services as well as for their own operations”.²⁶

Canadians increasingly rely on multiple delivery channels to receive government services. They want to be able to continue a transaction when they move across channels, and not to have to repeat every step from the beginning; they also want the information and level of service to be consistent from one channel to the next. The GOL initiative provides an excellent base for “whole of government”, client-centred service delivery. It will be important to leverage this approach across all channels to ensure a seamless service experience.

EXAMPLES OF SERVICES ORGANISED ACCORDING TO GATEWAY AND PORTAL

The descriptions that follow are concrete examples of what Canadians and businesses can expect to see on-line in 2003 and beyond. They are organised according to the Gateways and subject/ audience portals described in Chapter One, which taken together serve as the platform for electronic service delivery.



SERVICES FOR CANADIANS

ABORIGINAL PEOPLES

INDIAN REGISTRY

The Indian Registry System (IRS) is the authoritative source of Registered Indian data and information for many federal departments. This system is being modernised to enable on-line access to, and the updating of, Registry information (e.g., adoption information, family trees, band names).

The Government of Canada has piloted an on-line IRS with selected aboriginal communities. In 2003, it will be possible for Aboriginal Canadians to register as Status Indians, renew their Certificates of Indian Status, and for some communities to report life events on-line.

Currently, less than 5% of system administrators directly update Indian Registry information electronically. The remaining 95% of the administrators have to provide updates manually, which are then sent to regional offices where

²⁶ Government On-Line Advisory Panel, *Transforming Government to Serve Canadians Better* (2002).

the data is inputted into the system. The new on-line IRS will eliminate this duplication of effort. It will also speed up the registration process, thus improving the access of First Nations people to services provided by the federal government, provincial/ territorial governments, and Canadian businesses, e.g., health care.

CONSUMER INFORMATION

CANADIAN CHARITIES

On-line electronic services are available for registered Canadian charities as well as Canadians who want information about these charities. These services include searchable on-line lists of all registered charities and a new Registered Charity Information Return. By 2005, all aspects of a charity's dealings with Canada Customs and Revenue Agency (CCRA) will be possible through electronic delivery.

CULTURE, HERITAGE, AND RECREATION

RECREATIONAL FISHING LICENSES

An on-line system is being piloted in the Spring of 2003 in British Columbia that allows recreational fishers to securely apply and remit a license fee for, as well as print a copy of, their own licenses for the 2003-04 fishing season.

The intention is to expand this service to the Atlantic region for the 2004-2005 fishing season. Other features such as reporting fish catch on-line and options for third-party service delivery are also being explored.

ENVIRONMENT, NATURAL RESOURCES, FISHERIES, AND AGRICULTURE

WEATHER INFORMATION

With over 250 million visits last year and increasing, the weather Web site is extremely popular. This site provides on-line access to real-time weather forecasts, animated radar imagery, weather warnings, and detailed information on various weather phenomena.

In 2002, a dedicated media site was successfully launched. This portal provides on-line access to weather data and information tailored to meet specific media requirements. It now serves over 450 media clients. A recent on-line user survey was used to determine future client needs and requirements.

In 2003, the suite of on-line weather services and products offered to users will be expanded, including improved radar imagery and the introduction of lightning images for users. In addition, access to real-time climate data will be introduced.

In the longer term, the Government of Canada will look to use "push" technology to directly deliver weather warnings to key clients or stakeholders, e.g., emergency measure organisations and officials, and first line emergency responders.

GEOCONNECTIONS

GeoConnections is helping to create a comprehensive infrastructure that will harmonise all of Canada's geospatial databases – e.g., topographic maps, air photos, satellite images, nautical and aeronautical charts, census and electoral areas, forestry, soil, marine and biodiversity inventories – and make them available through the Internet.

The GeoConnections Web site already contains data from a range of public and private sector organisations across the country. Specific products include on-line searchable and interactive maps, including the Atlas of Canada, satellite

images, as well as other data publications. The benefits are significant. Using on-line geospatial information, businesses can evaluate where is the best place to locate and to advertise, emergency services can chart the quickest routes to accidents, and students can learn more about Canada's physical, environmental, economic, and social issues.

FINANCIAL BENEFITS

CANADA PENSION PLAN/ OLD AGE SECURITY

Through the Income Security Programs' main Web site, Canadians can access in-depth information about the Canada Pension Plan (CPP) as well as the Old Age Security (OAS) program. Since June 2002, Canadians can use the Canadian Retirement Income Calculator to estimate their retirement income from public and private sources, and can learn about the retirement income system in Canada. They can also submit on-line requests to have a paper copy of their Statement of Contributions (summary of the annual pensionable earnings and contributions made during their working life) sent to their address on file.

Development is underway to provide Canadians with a broad range of on-line CPP- and OAS-related services by 2004. These services will include the ability: to view and print CPP contributory information (record of earnings data and associated benefit estimates); to change the frequency of the mailed-out Statement of Contributions; to view and modify some personal information contained in CPP and OAS records (e.g., mailing address, payment destination (mail or direct deposit), and telephone number); to view details about the CPP and OAS monthly benefit payments; and to view CPP and OAS tax information slips (also known as T4 slips), print a facsimile copy of these slips, and elect to no longer receive T4s by mail. Canadians will also be able to apply for CPP Retirement and OAS benefits using a simplified process. In addition, research and analysis will be conducted on the possibility of developing self-service options via the telephone.

JUSTICE AND THE LAW

LEGISLATIVE INFORMATION MANAGEMENT SYSTEM

The Department of Justice, in cooperation with the House of Commons and the Senate, and in consultation with the Privy Council Office, the Canada Gazette, and regulatory departments and agencies, is developing the Legislative Information Management System (LIMS) to implement a reliable and adaptable legislation drafting, web content management, and electronic publication system (bills, statutes, regulations).

The Department of Justice has recognised that the technology environment used to support legislative drafting is outdated. LIMS will improve the quality and delivery of legislative information, and save time and money; it will replace current information management processes, which are characterised by work-around technology and format incompatibilities, with a system that will deliver seamless and secure transfer and access to information.

In 2002, LIMS adapted an XML editor, a print engine, a content delivery component, and a consolidation system. The Department of Justice is currently piloting these solutions in the context of bills production. Later in 2003, LIMS will replace the current, outdated technology and processes for drafting government bills. At the same time, the Department will begin to pilot a new drafting and publishing environment for regulations using LIMS technology. Early in 2004, the Department will begin to provide the public with more accurate and timely access to consolidated statutes in either official language, or in bilingual format (weekly updates, rather than the current average of six months).

TAXES

“MY ACCOUNT” FOR INDIVIDUAL CANADIANS

Canada Customs and Revenue Agency (CCRA) is continuing to expand the number of tax services that it offers on-line. In 2003, CCRA added a “My Account” feature through which Canadians can securely access information on their personal tax account or benefit entitlements.

A phased-in approach will be used to add content to “My Account”. Over time, clients will be able to: view and get account balances, statements of account and interest, contribution statements (RRSP, Home Buyers Plan, Lifelong Learning Plan), income and deduction statements, and status information concerning a return or refund. They will also be able to request return adjustments and time extensions, submit information, initiate direct deposit or make changes to it, and get the status of benefit payments (Child Tax Benefits, GST/HST credits).



SERVICES FOR CANADIAN BUSINESS

EXPORTING/ IMPORTING

CANADIAN TRADE COMMISSIONER SERVICE

The Virtual Trade Commissioner provides Canadian exporters with a password-protected Web page that contains market information and business leads matching their foreign markets and sectors of interest. Exporters can also submit on-line requests for services from Trade Commissioners serving their industry, and receive notifications of new information relating to their target markets as it becomes available. The plan is to expand the Virtual Trade Commissioner to include other federal departments and agencies, creating a single point of access to international business development services.

EXPORT/ IMPORT CONTROL SYSTEM

In 2003, a new web-based and electronic data interchange (EDI) system will be introduced to assist Canadian exporters and importers of controlled goods. This system will facilitate the exchange of data between the federal government and businesses, will enable access to on-line tools that identify permit requirements, and will allow on-line and EDI permit applications as well as inquiries about the status of these applications.

FINANCING

APPLICATIONS TO ATLANTIC INNOVATIONS FUND

The Government of Canada has piloted the use of on-line applications to the Atlantic Innovations Fund, which supports economic development and greater job opportunities in the Atlantic region. The expectation was that 5% of the total number of applicants would apply on-line the first time this option was available; in fact, more than 50% applied on-line.

In the next two years, this capacity to apply on-line for regional development funds in Atlantic Canada will be extended to include applications to the Business Development Program. Clients will also have the ability to submit invoices on-line for work that they have done on approved projects.

HUMAN RESOURCES MANAGEMENT

RECORD OF EMPLOYMENT

Record of Employment (ROE) is a key piece of information in determining eligibility for Employment Insurance benefits. Every year employers create and submit over 8,000,000 ROE forms. There are significant benefits in submitting these forms on-line. For example, it takes an average of 10-15 minutes to create a paper ROE form; in the same amount of time 300-450 ROE forms can be issued on-line.

The goal is to provide a fully automated and electronic process to gather ROE information from employers, thus reducing the paper burden for them. In 2002, the ROE-Web was piloted with 10 medium to large employers, producing high levels of client satisfaction. This on-line application is currently being enhanced with a solution that uses the "Secure Channel". In 2003, employers will be able to securely transmit ROE data through the Internet. A data solution is being developed for large payroll service providers that will enable automatic electronic transmission of ROE data.

In the longer term, Canada Customs and Revenue Agency and Human Resources Development Canada are exploring the potential for employers to send earnings and payroll information electronically to a single point of contact within the federal government.

REGULATIONS

CONSUMER BANKRUPTCIES

It is now possible for bankruptcy trustees to securely file the documents required for a consumer bankruptcy application on-line. This has improved the efficiency of processing bankruptcy applications. It now takes only a few minutes for the approval of an application, whereas before this service went on-line it took up to two days. The reduced waiting times provide more certainty, and thus peace of mind, to debtors and creditors alike. The Web site provides a basic glossary of terms addressing what bankruptcy means and who does what – key information for people trying to address their financial difficulties.

After only a few weeks, almost 15% of bankruptcy trustees had already registered to file bankruptcy applications on-line. The goal is to receive 25% of consumer administrations on-line by the end of the first year. During 2003, the types of bankruptcy applications that can be filed on-line will be expanded.

SPECTRUM INFORMATION TECHNOLOGIES AND TELECOMMUNICATIONS GATEWAY

The Spectrum Management Program ensures access to the radio spectrum by allocating and managing Canada's communication airwaves. Spectrum E-commerce E-services Delivery (SEED) is a multi-year project that will ensure Spectrum clients can interact electronically for all key activities. A recent survey indicated that 90% are eager to transact on-line.

The Spectrum Information Technologies and Telecommunications (SITT) Gateway provides access to spectrum information and key services in an integrated, easy to find manner. Specific services that are accessible from the SITT Gateway include Spectrum Direct and Spectrum Auctions. Spectrum Direct offers microwave service clients the capability to review their accounts and radio-communication licenses in detail, apply for new licenses, and pay invoices on-line. Close to 90% of these clients are now using this system for license applications. Spectrum Auctions allows clients to securely and confidentially bid on-line for radio spectrum licenses, when it is appropriate to rely on market forces for the selection of licensees.

In 2003 Spectrum Direct will add management tools allowing new clients to apply for accounts, and service providers to manage their clients' accounts and applications. Simplified on-line entry forms will expedite the submission of technical information for small radio systems, and an on-line cancellation feature will allow full modification of licensed systems. In addition, the SITT Gateway will be expanded to include a full-text search of spectrum management information, and will provide a personalised interface.

In the longer term, Spectrum Direct will provide a completely new database of information on radio installations for spectrum-licensed systems such as PCS and cellular services, as well as mechanisms for clients to manage this information. On-line license application forms and account browsing utilities will be expanded to cover the complete range of license types. As well, the SITT Gateway will include on-line discussion and consultation tools.

APPENDIX A CENTRAL FUNDING FOR THE GOVERNMENT ON-LINE INITIATIVE

APPROVED ALLOCATION OF CENTRAL FUNDS BY COMPONENT (AS OF APRIL 2003):

	\$ THOUSANDS						
	00/01	01/02	02/03	03/04	04/05	05/06	TOTAL
Common Secure Infrastructure	32,490	107,299	115,731	92,012	62,000	62,000	471,532
Gateways and Subject/ Audience Portals	5,341	23,945	16,400	19,600	15,000	15,000	95,286
On-line Service Delivery	8,672	89,216	48,235	86,062	15,000	15,000	262,185
Policies and Standards	5,063	3,934	13,000	13,000	8,000	8,000	50,997
TOTAL	51,566	224,394	193,366	210,674	100,000	100,000	880,000

APPROVED ALLOCATION OF CENTRAL FUNDS BY DEPARTMENT/ AGENCY AND COMPONENT (AS OF APRIL 2003):

	\$ THOUSANDS						
	00/01	01/02	02/03	03/04	04/05	05/06	TOTAL
AGRICULTURE AND AGRI-FOOD CANADA							
• Gateways/ Portals		612	400				1,012
• On-line Service Delivery		4,327					4,327
CANADA CUSTOMS AND REVENUE AGENCY							
• On-line Service Delivery	3,345	15,330	14,829	14,802			48,306
• Business Case			200				200
CANADIAN ECONOMIC DEVELOPMENT AGENCY FOR QUEBEC REGIONS							
• On-line Service Delivery		25					25
CANADIAN HERITAGE							
• Gateways/ Portals		400	40				440
• On-line Service Delivery	90	2,081	200				2,371
CANADIAN INSTITUTES OF HEALTH RESEARCH							
• Gateways/ Portals		132					132
• On-line Service Delivery		220					220
CITIZENSHIP AND IMMIGRATION CANADA							
• Gateways/ Portals		1,155	400				1,555
• On-line Service Delivery	161	278	1,100				1,539
• Business Case			230				230

	00/01	01/02	02/03	03/04	04/05	05/06	TOTAL
COMMUNICATION CANADA							
• Gateways/ Portals			2,970				2,970
• On-line Service Delivery			1,000	1,000	100		2,100
ENVIRONMENT CANADA							
• Gateways/ Portals		1,000	20				1,020
FEDERAL COURT OF CANADA							
• On-line Service Delivery	50	150					200
FOREIGN AFFAIRS AND INTERNATIONAL TRADE							
• Gateways/ Portals	402	2,932	2,370				5,704
• On-line Service Delivery	29	2,603	900	4,000	5,100		12,632
HEALTH CANADA							
• Gateways/ Portals		1,672	500				2,172
• On-line Service Delivery	790	5,829	3,115	3,315	3,760		16,809
HUMAN RESOURCES DEVELOPMENT CANADA							
• Gateways/ Portals	328	7,203	3,650				11,181
• On-line Service Delivery	1,551	24,991	15,000				41,542
INDIAN AND NORTHERN AFFAIRS CANADA							
• Gateways/ Portals			300				300
• On-line Service Delivery		3,300	1,763				5,063
• Business Case			200				200
INDUSTRY CANADA							
• Gateways/ Portals	782	2,007	2,800				5,589
• On-line Service Delivery	625	5,879					6,504
• Business Case			200				200
JUSTICE CANADA							
• Gateways/ Portals		660	65				725
• On-line Service Delivery		700	2,571	197			3,468
NATIONAL DEFENCE/ COMMUNICATIONS SECURITY ESTABLISHMENT							
• Common Secure Infrastructure	5,565	10,335	10,050	6,350			32,300
NATURAL RESOURCES CANADA							
• On-line Service Delivery		300					300
• Business Case			200				200

	00/01	01/02	02/03	03/04	04/05	05/06	TOTAL
PARKS CANADA							
• On-line Service Delivery		850					850
PUBLIC WORKS AND GOVERNMENT SERVICES CANADA							
• Common Secure Infrastructure	15,641	64,570	93,830	72,752			246,793
• Gateways/ Portals	3,622	3,600	1,200	1,600			10,022
• On-line Service Delivery	1,806	16,436	2,977	4,898	500		26,617
ROYAL CANADIAN MOUNTED POLICE							
• On-line Service Delivery	225	338					563
SOLICITOR GENERAL							
• Gateways/ Portals		200	15				215
• On-line Service Delivery		301					301
STATISTICS CANADA							
• Gateways/ Portals	55	554					609
• On-line Service Delivery		2,603	1,600	1,800	1,000	500	7,503
SUPREME COURT OF CANADA							
• On-line Service Delivery		375					375
TRANSPORT CANADA							
• On-line Service Delivery		300					300
TREASURY BOARD OF CANADA SECRETARIAT							
• Common Secure Infrastructure	11,284	32,394	11,851	8,500	8,500	8,500	81,029
• Gateways/ Portals			870				870
• Policies and Standards	5,063	3,934	13,000	13,000	8,000	8,000	50,997
VETERANS AFFAIRS							
• Gateways/ Portals	152	1,818	800				2,770
• On-line Service Delivery		2,000	1,750	1,750	1,750	1,750	9,000
• Business Case			400				400
FUNDS TO BE TRANSFERRED TO DEPARTMENTS/ AGENCIES FOR GOL COMPONENTS, UPON FINAL APPROVAL							
• Common Secure Infrastructure				4,410	53,500	53,500	111,410
• Gateways/ Portals				18,000	15,000	15,000	48,000
• On-line Service Delivery				54,300	2,790	12,750	69,840
TOTAL	51,566	224,394	193,366	210,674	100,000	100,000	880,000

APPENDIX B GOVERNMENT ON-LINE SERVICES BY 2005

DEPARTMENT Service	Sub-component (if applicable)
AGRICULTURE AND AGRI-FOOD CANADA	
AgConnex	
Agri-food Trade	
Food Safety and Quality	
National Land and Water Information	
Science Research and Development	
ATLANTIC CANADA OPPORTUNITIES AGENCY	
Grants and Contributions Funding	
Information Sharing and Exchange	
CANADA CUSTOMS AND REVENUE AGENCY	
Business Tax	Business Registration Corporate Income Tax Excise and Other Levies GST/HST Information Services Other Information Returns Payroll Remitting and Filing Personalised Access
Charities	On-line Information Regarding Charities Program On-line Services for Charities and General Public Use
Customs	Commercial Customs Traveller/ Passenger Customs
Family and Individual Benefits	Child and Family Benefits Individual Identification Services
Individual Tax	Assessing and Filing Services Information Services Personalised Access Services for Non-residents
Redress Services	Fairness Requests Objection Requests
Rulings	GST/ HST Rulings Income Tax Rulings

DEPARTMENT	
Service	Sub-component (if applicable)
CANADIAN ECONOMIC DEVELOPMENT AGENCY FOR QUEBEC REGIONS	
Financial Programs	Non-profit Organisations Small and Medium Size Enterprises
Information Services	CEDQ. On-line Internet Site
CANADIAN CENTRE FOR MANAGEMENT DEVELOPMENT	
CampusDirect	
CANADIAN FOOD INSPECTION AGENCY	
Export Certification Service	Animal Dairy Fish Fresh Fruit and Vegetables Meat Plants
CANADIAN HERITAGE	
Canadian Heritage Information Network and Virtual Museum of Canada	
Cultural Participation and Engagement	Cultural Observatory Culture Canada Gateway Digital Commons Meeting Place
Grants and Contributions	Canadian Audio-visual Certification Office Multiculturalism program Official Languages
Canadian Culture	Canadian Conservation Institute Web Site Canadian Culture On-line Program Canadian Heritage Web Site
Parks Canada Reservation System	
Policy Legislation and Program Development	Canadian Heritage Consultation on the Web Government of Canada Consultation Portal
CANADIAN INTERNATIONAL DEVELOPMENT AGENCY	
Policy Development and Consultation	Electronic Consultation Knowledge Networks
Program Delivery	Collaborative Work Space Contracting Electronic Invoice Electronic Payment Electronic Proposal Submission

DEPARTMENT	Sub-component (if applicable)
Service	
Web-Based Program and Policy Information	Policy Frameworks Program Information and Priorities Project Information
CITIZENSHIP AND IMMIGRATION CANADA	
Integration of Newcomers into Canadian Society	Immigration Contribution Accountability Measurement System Immigration and Refugee Protection Act
Management of Access to Canada	
Protection of Refugees and Others in Need of Resettlement	
Selection of Immigrants and Visitors to Canada	e-Address Change e-CAS e-Payment e-Transactions Business Requirements Informational Services through the Going to Canada Cluster
COMMUNICATION CANADA	
Government of Canada Publications On-line	
ENVIRONMENT CANADA	
Information on Air Quality and Pollutants	National Pollutant Release Inventory The National Air Pollutant Surveillance
Regulations and Permits	Environmental Emergencies Plan Smart Cards
Water	
Weather Information	
FINANCE CANADA	
Budget Information	
Consultations Information	
Finance Legislation Information	
Other Information Updates	
Tariff Policy Information	
Tax Policy Information	
FISHERIES AND OCEANS CANADA	
Fisheries and Oceans Portal	
Licensing	National Recreational Fishing Licensing System On-line Payment for Commercial Fishing Licenses
Maritime Safety Information	AvaDepth National Notice to Mariners (NOTMAR) Notice to Shipping (Regional) Small Craft Harbours Tide and Water Level Predictions

DEPARTMENT Service	Sub-component (if applicable)
Understanding Canada's Waters and Aquatic Resources	The St. Lawrence Observatory Portal Ocean Programs Activity Tracking System, Integrated Watershed Information for the Lower Fraser Valley Streams, Marine Environmental Data Service Fisheries Statistics Renewable Resource Information Services
FOREIGN AFFAIRS AND INTERNATIONAL TRADE	
Assistance to Canadians Abroad	
Export/ Import Controls Systems	
Passport Services	
Public Diplomacy Services	
Virtual Trade Commissioner, Electronic Client Relationship Management	
HEALTH CANADA	
First Nations and Inuit Health	First Nations and Inuit Primary Care Electronic Health Record Provincial – Federal First Nations Telehealth Project
Health Information and Knowledge Management	Canadian Institutes for Health Research (CIHR) ResearchNet.ca On-line Health Service Delivery Secure Application Portal
Health Promotion	Canadian Health Network
Health Protection	National Dosimetry Services, Radiation Protection Bureau Network for Health Surveillance in Canada – CIPHS Network for Health Surveillance in Canada – PRODTOX Pest Management Regulatory Agency
HUMAN RESOURCES DEVELOPMENT CANADA	
Canada Education Savings Grants (CESG)	CESG On-line Financial Post-secondary Calculator On-line Forms On-line Promoter Training
Canada Pension Plan (CPP)	Streamlined CPP Retirement Application My Pension Account – Apply, View and Update My Pension Account – Tax Slips My Pension Account – Contributions Benefits Calculator Upgrade Self-Service Options via the Telephone Other Streamlined CPP Benefit Applications
Canada Student Loans Program	Financial Planning Tools Learning Planning Tools Loan Application Tools Loan Management Tools Loan Planning Tools Loan Repayment Tools

DEPARTMENT	Service	Sub-component (if applicable)
	Employment Insurance Services for Individuals	Appli-Web Interdec
	Employment Services	Electronic Labour Exchange Employment Services On-line Application Forms Foreign Worker Services Job Bank Job Bank for Employers National Labour Market Information Service
	Federal Mediation and Conciliation Services	
	Labour Transaction Services	Employment Equity Computerised Reporting System Employers' Annual Hazardous Occurrence Investigation Report Safety and Health Committee report Application for Merit Award
	National Homelessness Initiative	
	Old Age Security Pensions (OAS)	Streamlined OAS Benefits Application My Pension Account – Apply, View, and Update My Pension Account – Tax Slips Self-Service Options via the Telephone
	Record of Employment on the Web	
	Social Insurance Number	
INDIAN AND NORTHERN AFFAIRS CANADA		
	Aboriginal Employment	
	Environmental Management and Protection	
	First Nations and Inuit Transfer Payments	
	Indian Registration/ Certificate of Indian Status	
	Land Management	
	Northern Environmental Management and Protection	
	Northern Natural Resource Management	
	Northern Science and Technology and Circumpolar Liaison	
	On-line Access to Corporate Information	
INDUSTRY CANADA		
	Aboriginal Business Development Program	
	Bankruptcy and Insolvency	
	Business Intelligence Products – Strategis	Directories of Canadian Companies Information about Employment and Learning Information about Industry Sectors Information about Research, Technology, and Innovation Information about Trade and Investment Information on Business Support and Financing

DEPARTMENT Service	Sub-component (if applicable)
Canada Business Service Centres (CBSC)	Business Information System Business Start-up Assistant Interactive Business Planner National and Provincial CBSC Web Sites On-line Small Business Workshop Regulations Cluster
Canadian Intellectual Property Office	Copyrights Industrial Designs Information Products Patents Trademarks
Canadian Small Business Financing Act	
Competition Bureau	Advisory Opinion Requests for Acts CA Identification Numbers Competition Bureau Forms On-line Evidence Analysis and Litigation Support Fees and Service Standards Internet-based Complaint/ Enquiry Filing Labelling Assessment Tools Merger Feedback – Comment/ Enquiry Form Merger Pre-Notification/ Advanced Ruling Certification Misleading Advertising and Labelling Guidelines Notice to Dealers
Consumer Services	
Corporate Name Search – Newly Upgraded Automated Name Search (NUANS)	
Federal Economic Development Initiative in Northern Ontario (FedNor)	
Federal Incorporations	Pilot – Filings for Applications Under Provincial Programs British Columbia Partnership – Single Change of Business Address Initiative Filings Under the Canada Business Corporations Act Partnership – NUANS
Filings Under the Investment Canada Act	
Information Highway Applications	Canada On-line (e.g., Campus Worklink, LibraryNet, SchoolNet, CanConnect, Computers for Schools, SkillNet.ca) Canadian Content On-line (e.g., Digital Collections, Aboriginal Digital Collections, Francommunautés Virtuelles and SchoolNet Multimedia Learnware, Generation – CanConnect) Connecting Canadians to the World (e.g., Netcorp, Community Access Program, Volnet) Prime Minister's Awards, Information Technology Week Smart Communities

DEPARTMENT	Sub-component (if applicable)
Service	
Lobbyists Remote Registration System	
Measurement Canada	
Radiofrequency Spectrum Licensing and Certification	
Technology Partnerships Canada	
JUSTICE CANADA	
Canadian Firearms Program	On-line Application for Registration of Firearms On-line Application for Transfer of Firearms On-line Information Change for Licensed Individuals
Central Registry of Divorce Proceedings	
Family Orders and Agreements Enforcement Assistance	
Garnishment to Satisfy Debts	
Legislation Information Management System	
On-line Public Participation	
NATIONAL DEFENCE	
Canadian Forces (CF) Recruiting	
Communications	Military History and Heritage
Critical Infrastructure Protection	
Emergency Management	
Information Technology Security	
Materiel Acquisition and Support Information System	
NATURAL RESOURCES CANADA	
Scientific and Technical Data and Publications	Collect scientific data and report holdings Publish reports, maps, studies, papers, etc.
Access to NRCan's Information and Services	
Geographical Applications : maps, satellite images, surveys, etc.	Atlas Communities of Practice Geoconnections Access Geoconnections Framework Data Interdepartmental Web Mapping and Visualisation Initiative Mapping for the Visually Impaired Sustainable Communities Initiative
NRCan's Knowledge Products	Climate Change Safety and Security Sustainable Development

DEPARTMENT	
Service	Sub-component (if applicable)
PRIVY COUNCIL OFFICE	
Congratulatory Messages of the Prime Minister	
Prime Minister's Correspondence	
Web Site	
PUBLIC SERVICE COMMISSION OF CANADA	
Recruitment	Federal Student Work Experience Program General Recruitment Information Technology Recruitment Infotel Post-secondary Recruitment PSC Internet Site SOS Jobs
PUBLIC WORKS AND GOVERNMENT SERVICES CANADA	
Information and Communications Support	Consulting and Audit Canada Extranet Parliament Hill: A Treasure to Explore Web Content Management for Gateways and Clusters
Linguistic and Multicultural Services On-line	Electronic Service Delivery Initiative Termium
Procurement and Disposal	Canadian General Standards Board Contracts Canada's "Selling to Government Site" Controlled Goods Program Crown Assets Disposal Centres Government of Canada Marketplace Government Travel Portal On-line Industrial Security Services
Public Service Compensation	Pay Web Development Pensioner Self-service Web Functions
Real Property Services Delivery	Office Accommodation Services Reporting On-line Payment in Lieu of Taxes Real Estate On-line Real Property Portal
Receiver General	Central Financial Management Reporting System Common Departmental Financial System Electronic Payments
ROYAL CANADIAN MOUNTED POLICE	
Community, Contract and Aboriginal Policing	
Drug Enforcement and the Citizen	Delivering Education and Awareness for Life
Federal Policing	Reporting Economic Crime On-line
Immigration, Customs and Excise Support Services	

DEPARTMENT	
Service	Sub-component (if applicable)
National Police Services	Canadian Police College e-Learning
Resource and Information Management	
STATISTICS CANADA	
Collection	(i) The approximately 50 surveys comprising the multi-year Government On-Line (GOL) (ii) The balance of approximately 350 surveys administered by Statistics Canada for which an Electronic Data Reporting (EDR) option proves practical and appropriate
Communications and Dissemination	
Stakeholder Relationships	
TRANSPORT CANADA	
Transportation – Licensing, Permitting, Certification Services	Aircraft Registration and Leasing Electronic Supply Chain Flight Training and Aviation Education Integrated Publications Storefront
Transportation Awareness	Access to Travel Web Site Marine Services On-line Web Site
TREASURY BOARD OF CANADA SECRETARIAT	
Information on the Management of the Federal Government	Estimates On-line TBS Web Site Redesign
VETERANS AFFAIRS	
Canada Remembers	Community Engagement National and International Memorials Public Information and Research
Pensions and Allowances, and Health Care	Health Care Pensions and Allowance Cheques VA Benefits and Health Services On-line
WESTERN ECONOMIC DIVERSIFICATION CANADA	
Entrepreneurship	Business Training and Counselling Services e-Consulting e-Tools International Trade Personnel Program Small Business Pathfinding Loans Western Canadian Business Service Network

DEPARTMENT Service	Sub-component (if applicable)
Innovation	Canadian Innovation Centre e-Centre for Research Excellence Environmental Assessment Projects Database First Jobs in Science and Technology Program Western Diversification Program Western Economic Partnership Agreements
Sustainable Communities	Infrastructure Program Urban Development Agreements Western Economic Partnership Agreements