



Government
of Canada

Gouvernement
du Canada

Government On-Line

2005

From Vision to Reality ... and Beyond

Canada

Also available in alternative formats
Published by Public Works and Government Services Canada

© Her Majesty the Queen in right of Canada
represented by the Minister of Public Works and Government Services Canada, 2005

Catalogue Number: P4-1/2005
ISBN: 0-662-68812-0

This publication is available at the following address: www.gol-ged.gc.ca
In case of discrepancy between the printed report and the electronic version, the electronic version is authoritative.

Printed in Canada on recycled paper using vegetable-based ink.

March 2005



Government On-Line 2005— From Vision to Reality ... and Beyond

I am very proud and fortunate, as Minister of Public Works and Government Services Canada, to have the responsibility for the Government On-Line (GOL) Initiative. It continues to be a great success story of the Government of Canada.

The GOL Initiative took shape from the ambitious vision to make Canada the most connected government to its citizens among all countries in the world. The vision was to give Canadians the ability to access all government information and services anytime, anywhere and in the official language of their choice. This vision is now firmly embedded in Canadian reality. Indeed, for many Canadians, GOL is their preferred method for convenience and efficiency in dealings with government. Whether making camping reservations on the Parks Canada Web site or filing an electronic income tax return with the Canada Revenue Agency, Canadians are reaping the benefits of GOL.

Since its inception in 1999, GOL's government-wide accomplishments have been impressive. This report highlights some of the great work done in 2004 by the 34 GOL participating departments and agencies



Eric Davies, Executive Director of GTEC Week, presents Minister Scott Brison with a plaque commemorating Public Works and Government Services Canada's participation at GTEC Week 2004.

GTEC is Canada's unique multifaceted learning and networking event for Information Technology professionals in the public sector. GTEC Week showcases the leading-edge expertise and technology solutions that drive government on-line across Canada, and around the world.

to ensure that citizens and businesses have access to a wide range of quality, seamless electronic government services.

We had committed to putting the services Canadians most commonly use on line and we are delivering on that commitment. But GOL accomplishments have now gone much further. As it evolved, GOL has

brought about a vast transformation in the way the Government of Canada delivers services to citizens. Service delivery is faster, more convenient, less costly and available on demand.

I am confident that we will pursue this transformation successfully to create a truly horizontal and transparent service delivery channel for citizens, designed to provide services from all levels of government.

In responding to Canadians' needs, we have developed a world-leading electronic channel that complements existing telephone and in-person service points. Regardless of the method that Canadians choose to communicate with the Government of Canada, whether it is to obtain information on programs or to carry out transactions on-line, we will deliver our services across all channels.

We look forward to serving you in person, by telephone, by mail – or right now over the Internet. The Government of Canada is just a click away on the Web at www.canada.gc.ca.



Scott Brison
Minister
Public Works and Government Services Canada



On the Right Track



In December 2003, the operational management of the Government On-Line (GOL) Initiative was transferred to Public Works and Government Services Canada while the responsibilities for the policy side of GOL remained with the

Treasury Board of Canada Secretariat. This change recognized that investments in the electronic channel and on-line service delivery have evolved from “special project status” to normal business for the Government of Canada.

This natural step in GOL’s evolution has brought us closer to a single-window access to all levels of government services.

That transformation will be a quantum leap forward. Exciting, a little daunting, but not beyond our skills and abilities. I know this to be true because I have seen what we have already accomplished. What seemed unimaginable a decade ago is almost a reality now. Every day, Canadians interact with their government in person, by telephone, by mail or on the Internet. Every day, we get closer to achieving our goal and every day, we receive positive feedback about the excellent quality of services, reduced wait times and enhanced accessibility.

Canadians have told us again and again, they want a single point of access to government services and information, when they need it and by the method

they choose. To meet this challenge, we have had to revisit internal processes and systems to streamline the workings of government. There have been a number of challenges but I think that we can proudly say that we have succeeded. This report details the progress we have made this year and highlights many examples of different levels of government working together to deliver services to Canadians.

As GOL continues to deliver on its mandate, we can celebrate what it has already achieved. We have expanded the scope of our services, made them more responsive and built trust and confidence in on-line services through the Secure Channel – the backbone of the Government of Canada’s infrastructure that provides Canadians with secure and private access to federal GOL services.

We are on the right track. Today Canadian businesses and citizens expect the electronic delivery of government services. We will pursue whole-of-government service transformation. And, we will forge ahead with the integration of government services across all channels to improve access for all Canadians and enhance client satisfaction with the Government of Canada’s delivery of services.

I. David Marshall
Deputy Minister
Public Works and Government Services Canada



Table of Contents

- From Vision to Reality ... and Beyond1**
 - Designed for Canadians1
 - Increasing Take-up.....1
 - Integrating Information and Technology2
 - Working Together2
 - The Road Ahead2
- Chapter 1 – Accessibility5**
 - Anytime, Anywhere, Anyone5
 - www.canada.gc.ca* – A Single Point of Access for All5
 - In the Official Language of Your Choice6
 - Accessibility – A Two-way Street7
 - Seniors’ Info* – Part of the New Collaborative Seniors’ Portal Network7
 - New on the Government of Canada Wireless Portal8
- Chapter 2 – Better and More Responsive Services9**
 - New and Innovative Services9
 - Serving Canadian Businesses9
 - Virtual Trade Commissioner9
 - Agri-Food Trade Service – An Important Contribution to the Food Industry10
 - Free and Secure Trade Program (FAST) –
 - The FAST Lane to Security and Legitimate Trade10
 - ACOA *Direct* – Working to Build Business in Atlantic Canada10
 - Services to Business at Industry Canada11
 - Serving Canadians Better11
 - Science.gc.ca* – Science and Technology for Canadians11
 - Canada Revenue Agency’s *My Account* Service11
 - Campground Reservation Service –
 - Book Your Campsite in a National Park On-Line12
 - Better Services within Government12
 - GoCM – Increased Transparency and Efficiency13
 - Campusdirect* Offers Access to e-Learning Resources.....13

Measuring Progress	13
Harvesting Benefits	14
Citizen and Business Take-up	14
Client Satisfaction	16
Chapter 3 – Building Confidence and Trust in On-Line Services	17
Security and Privacy	17
The Secure Channel	18
The Secure Channel in Action	18
Canada, a World Leader in Protecting Citizens’ Privacy	19
The Road Ahead	19
Chapter 4 – Building on Our Successes and Strengthening Results	21
Building Partnerships across Jurisdictions	21
Breaking Down the Silos	21
Service Integration and the GOL Initiative	22
eContact – Keeping It Simple	22
The National Routing System	22
Live, Learn and Succeed – Better Serving International Students	23
Enabling Government Transformation	23
Business Transformation Enablement Program (BTEP)	23
Transforming Information Technology and Corporate and Administrative Services	23
Sustaining the Service Delivery Investment	24
Integrated Performance Measurement	24
Information Management and Service Transformation	24
Behind the Scenes	25
Common Look and Feel (CLF)	25
Common Measurement Tool (CMT)	25
Gateways and Clusters – Coordinating Horizontality and Promoting Client-centricity	25
Organizational Readiness Office	25
GOL Initiative Office – Bringing It All Together	26
Where Do We Go from Here?	28
The GOL Legacy – Building Blocks for the Way Forward	28
Appendix A – Central Funding for the Government On-Line Initiative	29
Appendix B – GTEC Awards	33
Appendix C – Gateways and Portals	35
Appendix D	37
Information Services	40
Transactional Services	46



From Vision to Reality ... and Beyond

This is the third annual report tabled before Parliament by the GOL Initiative to update Canadians and Members of Parliament on its activities. This overview focuses on the improvements achieved in 2004 by the GOL Initiative in ensuring accessibility, providing better and more responsive on-line services, and building trust and confidence in transacting on-line. It also highlights the year's outstanding success stories and upcoming challenges.

Designed for Canadians

The key to GOL's success has been its ability to deliver the range of seamless, integrated services that citizens and businesses specifically need and expect. The services we have developed over the last year are solidly based on our knowledge of what citizens want. We listen to Canadians; through focus groups and extensive public opinion research, we identify needs and focus our efforts on delivering seamless, integrated and quality services to them.

Increasing Take-up

The Government of Canada has made a firm commitment to ensuring effective management of programs and services across delivery channels. The on-line channel provides a key self-service option for Canadians, allowing for clients to take advantage of services anywhere and at any time they have access to the Internet. In promoting the use of on-line services for its clients, government is aiming to demonstrate the value added in terms of service accessibility, reduced processing delays, and reduced costs to both

the client and the taxpayer. This continues to be one of our key challenges.

Take-up of on-line services is now at 30%, which represents a growth rate of 25% over the previous year. This is partly driven by one of the pioneer applications of the Canada Revenue Agency (CRA), electronic filing of individual income tax returns. It is predicted that usage of the CRA electronic filing service for individual returns will continue to increase to 70% for the 2007 tax year.

(Source: CRA, Corporate Business Plan)

The GOL Initiative is currently developing a strategy to ensure on-line services are more widely used. As part of this strategy, we will ensure that Canadians are better informed of what services are available on-line and encourage them to take advantage of the speed, convenience and lower cost of doing business with government electronically. Take-up is also linked

to migrating citizens from traditional service channels such as the telephone, mail or in-person service to the electronic channel.

Integrating Information and Technology

Two factors that influence the take-up of GOL services are the user friendliness of the system and the trust Canadians have in the privacy of on-line transactions. One step we will take toward enhancing user friendliness is to eliminate repetitive data inputs by the user that are not essential for the confidentiality of a transaction.

Privacy of information is a fundamental principle of GOL. It is supported by information management standards, developed by the Canadian government, to clearly define the steps involved in collecting and sharing information over the Internet using tools such as the Privacy Impact Assessment (PIA). Chapter 4 of this report outlines the work done in 2004 to harmonize information management and information technology.

Working Together

The GOL Initiative has helped transform the way government works. The need to deliver services complete with their full range of options is breaking down barriers between jurisdictions and departments. This has created a more efficient and collaborative environment within government and among different levels of governments. Some services are offered to clients through subject and audience based gateways and clusters. This method of service and information delivery has necessitated a culture change within government. Departments are moving from a silo governance structure built along departmental lines to a horizontal, collaborative environment that encourages cooperation between federal departments and with our provincial and municipal counterparts.

The Road Ahead

The GOL Initiative has evolved to become a key foundational element as the Government of

Canada moves towards whole-of-government service transformation.

From the onset, GOL has built a framework of rigorous reporting requirements, robust collaborative and consultative mechanisms as well as regular monitoring and analysis functions to ensure we reach our 2005 objectives. In 2004, GOL gained significant maturity and confidence.

All 130 of the most commonly used services now have an on-line presence with various degrees of functionality. To date, we have reached 91% of our average progression target.

In the years ahead, expertise and best practices gained through the GOL Initiative will be channelled to other government-wide initiatives that will transform government to be more accessible and responsive to the needs of Canadians.

On the international front, GOL's success has been widely recognized.

Since the inception of the initiative, Canada won the prestigious Accenture Award for best e-government 4 years in a row (2001–2004).

Canada hosted numerous international delegations to showcase our know-how, best practices and performance, and participated in a large number of international events. The United Nations and Brown University have also recognized Canada's innovations and its contribution to redefining service delivery in general. Our reputation has attracted attention from many countries, for example Mexico, Norway, France, Russia and Australia, who want to learn from our experience. We look forward to further developing our collaborative work with others.

Why GOL?

GOL was launched in response to increasing demands by Canadians to make information and services available on-line while continuing to provide services through traditional modes.

Canadians are among the world's most enthusiastic users of the Internet. According to a 2004–05 EKOS survey on trends in Internet usage and access:

- ♦ 78% of Canadians had used the Internet in the past three months.
- ♦ 72% of Canadians had Internet access at home.
- ♦ Canadian households with high-speed Internet access now outnumber those with dial-up.
- ♦ 44% of Canadians have made purchases on-line and 43% do their banking over the Internet.
- ♦ 64% of Internet users are comfortable submitting personal taxpayer information over the Internet to the Canada Revenue Agency.
- ♦ 71% of Internet users have used a Government of Canada Web Site in the past 12 months; on average, there are 1.2 million visits to the Canada Site (Canada.gc.ca) every month.
- ♦ 31% of Canadians say their most recent contact with the Government of Canada was via the Internet.
- ♦ Users of Government of Canada services on the Internet report an 81% satisfaction rating of these services (either satisfied or extremely satisfied).
- ♦ 77% of Canadians having recent contact with the federal government said that accessing the Internet service was easy, compared to 67% across all services.
- ♦ 76% of current Internet users believe that the Internet has made it easier to find information about government programs and services.
- ♦ 46% of all Canadians would be most likely to visit a government Web site to find information about a government program or service, making it the preferred method overall.

- ♦ 90% of Canadian Internet users and 38% of non-users expect to use the Internet to deal with governments in the future.
- ♦ 42% of Canadians expect that they will do most of their transactions with the Government of Canada over the Internet in the next five years.

What Is Government On-Line?

The Government On-Line (GOL) Initiative is a key component of the Government of Canada's service strategy, which is guided by two principles:

- ♦ organizing services and information around the needs and expectations of Canadians, businesses and international clients (client-centred); and
- ♦ taking a "whole-of-government" approach to provide access to the entire range of government services regardless of what channel is used (telephone, in-person, mail or Web) or which department, agency, or level of government is responsible for the service.

GOL is about using information technology to:

- ♦ make government more accessible, and serve all Canadians (**Chapter 1 – Accessibility**);
- ♦ make on-line service better and more responsive (**Chapter 2 – Better and More Responsive Services**);
- ♦ build trust and confidence in transacting on-line (**Chapter 3 – Building Confidence and Trust in On-Line Services**); and
- ♦ lay the foundation for service transformation (**Chapter 4 – Building on Our Successes and Strengthening Results**).



CHAPTER 1

Accessibility

Anytime, Anywhere, Anyone

In a country like Canada, accessibility means many different things to many different people. For a visually impaired person using the NRCan Mapping for Visually Impaired site (www.tactile.nrcan.gc.ca) to plan a trip or for a truck driver using the Canada Wireless Portal (wap.gc.ca from a wireless device) to check on border wait times between Canada and the United States, accessibility is about breaking down barriers. It means that on-line services and information are easily and quickly accessible regardless of the equipment or type of connection being used to access the Internet. It is about access to information and service anytime, anywhere, to anyone and in both official languages.

www.canada.gc.ca – A Single Point of Access for All

“The Canadian national portal ... is clear evidence that nations, governments, and even communities can and must work to find the look, feel and approach to e-government that will work best for their specific situation – no one size fits all.”
UN Global e-Government Readiness Report 2004

The GOL Initiative has continued its efforts to ensure that government information and services on the Internet are organized to maximize access.

Significant enhancements have been made to the Canada Site, and to each of its client-centred gateways – Canadians and Residents, Non-Canadians (International) and Canadian Business. Using feedback received from ongoing public opinion research, the Government of Canada’s delivery of services and information continues to evolve and grow. The feedback validates whether the services available are what Canadians have requested, are organized according to their needs and preferences, and are easily accessible.

Within the Canadians Gateway (Canadians and Residents), access to services and information is continuously being improved to increase client satisfaction. By grouping related services by key topic, audience or life event, the Government of Canada aims to ensure that users can intuitively find information and services on-line.

The Business Gateway efforts have been focused on bringing together priorities across jurisdictions to deliver the best possible services to Canadian businesses. The recent merger of the Canada Business Service Centres and the Business Gateway will enable all levels of government to provide more complete and seamless service to businesses. The enhanced face of the newly named Canadian Business Gateway will feature a wider variety of information and services for all businesses in Canada.

The Non-Canadians Gateway (International) reflects a new and streamlined user-friendly approach to accessing information and services, particularly for those seeking information on studying, visiting, immigrating to Canada or doing business with Canada, as well as those looking to find out more about Canada's place in the world.

These efforts have also brought us one step closer to a "no wrong door" access to government services because access is also about getting the information you need in the manner, and through the navigation path you choose. The same information may be available through different clusters allowing the user to determine their intuitive method of finding information and services.

We have simplified access to these subject and user based Gateways from the main Web site and have introduced a number of new features.

The Canada Site has become an information hub that Canadians readily consult when a crisis arises or a special event dominates the news. In 2004, when

Canadians were looking for the latest on SARS, mad cow disease, or the West Nile virus, they

checked the Canada Site as a trusted source of information. On December 26, 2004, when the tsunamis hit Indonesia, information was posted on the Canada Site on that day. Visits to the site numbered approximately 14,000 by January 6, 2005. At the time of the tsunami tragedy, the Canada Site homepage also provided information on assistance for Canadians abroad to their families and friends.

Finally, the GOL Initiative has continued to emphasize site design in 2004 to promote easy navigation and better information flow. We carry out usability and accessibility tests on an ongoing basis to ensure that the sites are easily available to everyone including persons with visual or hearing impairments as well as those with dated computer equipment.

In the Official Language of Your Choice

According to the United Nations Global e-Government Readiness Report 2004 entitled *Towards Access for Opportunity*, "Canada is an example of a best practice approach for multilingual online information illustrated on its national site which offers mirror pages in English and French." This well-earned praise is partly attributable to the Common Look and Feel (CLF) standards that identify Government of Canada Web sites and ensure they conform to its

Changes in 2004:

- Improved access to the subject or audience based information via the three Gateways on the Canada Site (www.canada.gc.ca), as well as enhancements to the Canadians Gateway (Canadians and Residents) homepage
- More intuitive access to the Prime Minister of Canada's Web Site and information from the Canada Site homepage
- Addition of a "quick search" feature to the On-Line Forms and Services section of the Canada Site to help users quickly find the forms and services they need with a keyword search
- More easily accessible links throughout the site to such key information pieces as the proactive disclosure program, commissions of inquiry, Ethics Commissioner and Auditor General reports. This enhancement was made in support of the Government of Canada's communications, accountability and transparency objectives



policies and legislation. Equally important is the priority given to providing information and services in both official languages which has been rooted within the foundation of the GOL Initiative from its beginning.

Canadians have no difficulty in accessing government information and services in the official language of their choice. An Ipsos-Reid poll of 2,500 Internet users across the country indicated that Canadians believe official language selection for government services was possible all the time or most of the time (87% by telephone, 86% in person, 92% over Internet, 90% by mail and 88% by email).

(Source: Ipsos-Reid, *GOL: Attitudes and Perceptions Toward the GoC's Internet Presence*, March 2003)

In 2004, the Official Languages Directorate of the Public Service Human Resources Management Agency of Canada undertook the revision of policies on the use of English and French on Web sites and in electronic communications. The Agency is also implementing a Web self-assessment tool for government departments and agencies. This should help improve the content and language quality of Government of Canada Web sites.

GOL services are an excellent vehicle for reinforcing the bilingual character of Canada both nationally and internationally.

Accessibility – A Two-way Street

In order to provide quality service to Canadians, it is not enough for Canadians to have access to programs and information alone. Government must also be able to gain insight on an ongoing basis into the needs and opinions of Canadians.

The Consultation Portal (<http://canada.gc.ca/consultations>) is a pilot project that invites

Canadians to participate in public consultations on government affairs and policy. The site provides “single-window” access to a partial listing of current consultations by subject, and department or agency as well as a consultation calendar. In addition, Canadians can link from this site to activities of the parliamentary committees.

Seniors' Info – Part of the New Collaborative Seniors' Portal Network

A further example of client-centricity and horizontality is the collaborative *Seniors' Info* Portal, www.seniorsinfo.ca, which was launched October 31, 2003, in Brockville, Ontario as a multi-jurisdictional initiative by the Government of Canada, the Province of Ontario and the City of Brockville. It is a single point of access to information and electronic services from the three levels of government and non-government organizations. For example, seniors, their families, and caregivers can find information on housing options, care facilities and veterans programs.

The members of the Canadian Seniors Partnership, a network of decision-makers from the three levels of government and the volunteer sector, are the founders of the Collaborative Seniors' Portal Network. The Partnership is focused on a common vision of integrating services for seniors, their families and caregivers across all jurisdictions involving all service channels – telephone, in-person, mail and Internet.



The Collaborative Seniors' Portal Network (CSPN) now consists of two Web sites – www.seniorsinfo.ca and www.seniors.gc.ca. There are four more communities about to join and a number of provinces have shown strong interest. Collectively the CSPN partner sites receive, on average 37,000 visitors per month which represents a 36% increase in 2004 compared to the previous year.

The partners involved in the Collaborative Seniors' Portal Network were awarded the GTEC Gold medal Distinction Award in 2004.

New on the Government of Canada Wireless Portal

The Wireless Portal (wap.gc.ca) is a specialized service for access by mobile, Web-enabled devices (e.g. cell phones, personal digital assistants, etc.) that provides access to information and services available via the Canada Site.

The Wireless Portal provides access to services of particular interest to people seeking quick information as they are on the move. These services are available on select Government of Canada Web sites of various departments and agencies as determined by client research. Among these services are:

- Members of Parliament Contact Information
- Canada Business Service Centres contact information and addresses (Industry Canada)
- Border Wait Times (Canada Border Services Agency)
- Government of Canada News (news.gc.ca)
- Government of Canada Employee Phone Numbers
- Economic Indicators (Statistics Canada)
- Passport Services contact information and addresses
- Hurricane and storm advisories (Environment Canada) (available only during hurricane season)
- 1800 O-Canada toll free numbers (international)
- Exchange Rates (Bank of Canada)
- Currency Converter (Bank of Canada)

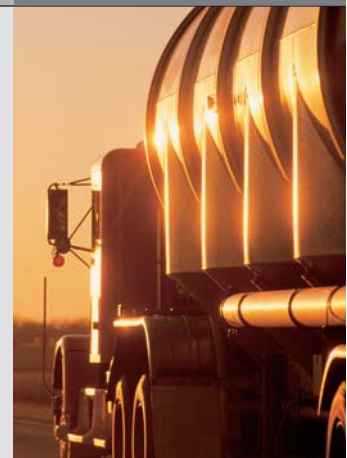
The evolution of the Wireless Portal, and addition of services are driven by public opinion research, email feedback from users, industry standards and the input from the regular meetings of the interdepartmental Wireless Working Group. A dialogue on strategies and approaches for wireless service delivery has also been established with certain provinces and international government representatives.

Access Wait Times at the American Border through Your Wireless Device

Many truck drivers find the Wireless Portal especially useful for real-time updates on wait times as they approach the border.

"I have used the Wireless Portal at www.gc.ca many times, almost exclusively to check border wait times (I am a truck driver crossing several times per week). This is an extremely valuable service! I cannot comment on other portions of the portal as I have not had reason to look up, for example, contact information; however, knowing this information is readily accessible is important to me."

For more information, please see http://www.gc.ca/mobile/wireless_e.html.



CHAPTER 2

Better and More Responsive Services

In 2004, the 34 departments and agencies at the heart of the GOL Initiative continued to mature the 130 most commonly used information and transactional services on-line. As these services evolve to provide up-to-date information and secure transactions, the benefits of the electronic channel will likely surpass the GOL Initiative's original targets. Consequently, the Government of Canada intends to focus its attention on leveraging this channel in support of the way it delivers services to Canadians, increasing operational efficiency.

In the first part of this chapter, we present examples of new and innovative services for Canadian businesses, citizens and Public Service employees. These solutions reflect the government's priorities – innovation, environment, health, security and increased efficiency. In the section, *Measuring Progress*, we examine the benefits of GOL services, the levels of client satisfaction and the take-up rate.

New and Innovative Services Serving Canadian Businesses

In the 2004 Federal Budget, the government raised the capital cost allowances for businesses investing in electronic equipment and infrastructure. With the consequent expected increase in the use of the electronic channel, GOL is dedicated to ensuring that on-line services meet the changing needs of businesses.

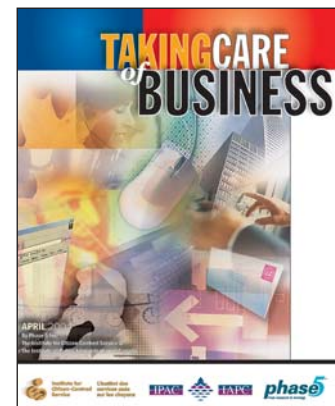
A valuable tool to inform GOL's service improvement strategies has been a recent study by the Institute for Citizen-Centred Service (ICCS), which explored the government-to-business service delivery from a business perspective

(*Taking Care of Business*, ICCS, April 2004). The study found that businesses interact more regularly than citizens with government on-line and a large proportion of them use the electronic channel because they must comply with specific requirements.

The following are examples of solutions and new features that were developed under the GOL Initiative in 2004 that target Canadian business.

Virtual Trade Commissioner

Launched in November 2002 by the Canadian Trade Commissioner Service of International Trade Canada (ITCan – Department of Foreign Affairs and International Trade – DFAIT), the Virtual Trade Commissioner is an interactive on-line tool that creates a personalized Web page for Canadian clients and provides a gateway to the Trade Commissioner Service.



Export Development Canada (EDC) and Canadian Commercial Corporation (CCC) have joined forces with ITCan (DFAIT) to expand the toolkit of the Virtual Trade Commissioner for Canadian business. In addition to the Virtual Trade Commissioner's customized market and business information, the site now integrates EDC's trade, finance and risk management services, as well as CCC's services in international procurement. Services of Agriculture and Agri-Food Canada and Canadian Heritage will soon be available.

The Virtual Trade Commissioner is especially useful for small and medium-sized exporters. They can use the site, on their own schedule, to get international trade information straight from Canada's representatives located right in the markets that they're interested in.

There are currently more than 14,500 business clients, representing approximately 12,500 companies registered for a Virtual Trade Commissioner. In 2004, client registrations grew 81%. Approximately 2,100 partner-clients have also received accounts. Increases in volumes on the on-line channel have resulted in comparative decreases in both the in-person and mail/fax channels.

Agri-Food Trade Service – An Important Contribution to the Food Industry

A participant in Team Canada Inc, the Agri-Food Trade Service (ATS) at <http://ats.agr.gc.ca/> provides centralized access to market information, trade counselling and export support activities, which will take the exporter from initial enquiry to foreign market.

The ATS site is designed with an innovative "My Homepage" feature to help clients find the specific information they need quickly. By simply registering and indicating their markets of interest, the relevant material is sorted and presented to them every time they log on.

Site activity in 2004 reached 1,745,746 and it is expected to reach 2,094,895 in 2005 as new features such as a link to *My Account* of the Canada Revenue Agency and the ability to integrate information with the Virtual Trade Commissioner from International Trade Canada (DFAIT) are added.

Free and Secure Trade Program (FAST) – The FAST Lane to Security and Legitimate Trade

The Canada Border Services Agency (CBSA) monitors and controls the annual importation of over 11 million commercial releases across the Canada-U.S. border, valued at some \$350 billion in fiscal year 2003–2004. In addition to revenue collection/protection, CBSA administers the Acts of other government departments to ensure compliance with health and safety issues, and collects trade statistics. Today, CBSA offers a variety of automated solutions to businesses to support them in fulfilling their customs import/export requirements.

In 2002, Canada and the United States worked together to launch CBSA's Free and Secure Trade (FAST) Program designed to keep the border open to the free flow of low-risk, legitimate trade and to mitigate threats to public security and safety. Traffic moving pre-approved eligible goods in either direction is quickly cleared through dedicated lanes. Canada and the U.S. jointly offer expedited customs clearance processes to pre-authorized drivers, carriers, and importers at some major border crossings. FAST has been available at 19 sites on the Canada-U.S. border since fall 2004. The major commercial crossings, Pacific Highway, Windsor, Sarnia, Peace Bridge, Queenston-Lewiston and Lacolle have been operational since December 2002.

ACOA Direct – Working to Build Business in Atlantic Canada

ACOA Direct is an Internet based client portal that permits clients of the Atlantic Canada Opportunities Agency to conduct business on-line with the Agency to save time, effort and money. It is a key component

of ACOA's vision to improve service delivery to its clients, and Atlantic Canadians in general.

Once registered with *ACOA Direct*, ACOA's clients can file and check the status of their claims on-line, view their profiles, and send and receive messages over the Government of Canada's Secure Channel Network.

82.3% of users of this service said they felt confident that their privacy was protected.

Services to Business at Industry Canada

Use of Industry Canada on-line services to business continues to increase. Take-up of Measurement Canada's e-services for launching a dispute or complaint investigation rose from 10% in 2003 to 40% in 2004. This service provides businesses and consumers with an on-line facility for recourse on measurement issues. Over the past four years, use of electronic services for acquiring and maintaining Spectrum licenses has experienced a four-fold increase, from 9% of total activity in 2001 to 35% in 2004. Information-rich Web sites such as Strategis, the Consumer Gateway, the Business Gateway, and the Canada Business Service Centres are increasingly becoming household names among businesses, consumers, researchers, scholars, and students.

Serving Canadians Better

According to a survey conducted in November and December 2004 with the Government of Canada Internet Research Panel, 81% of panelists found it easy or very easy to access the Government of Canada Web site that they most recently visited. Here are some interesting sites launched in recent months.

Science.gc.ca – Science and Technology for Canadians

Science.gc.ca is a Government of Canada cluster that brings together information on Canadian science and technology (S&T) knowledge from a host of sources.

The site offers Web links focused on Canadian S&T, science news and fast facts and can be searched by subject categories or keywords.

Content featured on *Science.gc.ca* is being pulled together with the help of a network involving some 17 science departments and agencies of the Government of Canada. *Science.gc.ca* is continually updated with new features, news, videos, science and technology links and surveys.

Canada Revenue Agency's My Account Service

This on-line service (<http://www.cra-arc.gc.ca/eservices/tax/individuals/myaccount/menu-e.html>) allows Canadians to view their personal income tax, Canada Child Tax Benefit and GST/HST credit information. It responds to the desire of Canadians to access, validate and change information that the Agency has on file about them.

Currently with *My Account*, individuals can see information about their:

- tax refund and balance owing
- RRSP, Home Buyers' Plan, and Lifelong Learning Plan
- income tax and benefit returns
- account balance and payments on filing
- instalments
- Canada Child Tax Benefit and related provincial and territorial programs payments, account balance, and statement of account
- GST/HST credit and related provincial programs payments, account balance, and statement of account
- addresses and telephone numbers

Individuals can also manage their personal income tax and benefit account on line by:

- changing their return
- changing their home address, mailing address or telephone number
- disagreeing with an assessment or determination

For 2004, there were a total of 2.2 million successful logins to the My Account service. A recent client survey shows that more than 80% of users are satisfied with the service. Client feedback provides information about additional functionality users may want.

Accordingly, future versions of *My Account* will include additional services such as:

- ♦ setting-up a pre-authorized payment plan
- ♦ authorizing a representative to act on an individual's behalf
- ♦ registering, changing or stopping Direct Deposit of income tax refunds, GST/HST credits and/or Canada Child Tax Benefit payments

Clients will also be able to interact by using an instalment calculator to determine the most beneficial payment option, or to re-calculate a payment instalment because a payment was missed, late, deficient or where income amounts changed.

Campground Reservation Service – Book Your Campsite in a National Park On-Line

Until now, campground reservations were not available on-line at Canada's national parks. Luckily for cross-Canada campers this year the "stand-in-line-and-wait-for-a-space" rule is fast becoming history. Parks Canada will extend the on-line reservation system it tested at eight national parks in 2004 to almost half of the 40 national parks across Canada in 2005. To reserve a campsite, click on <http://www.pccamping.ca> or dial 1-877-RESERVE (1-877-737-3783). The number of unique clients to this pilot site in 2004 was 12,000 and it is expected that in 2005, volume will reach 55,000. The telephone channel was responsible for servicing 95% of clients in 2003, then 79% in 2004 and the projections for 2005 see 60% of clients being served through the telephone channel.

RESERVE • RELAX • EXPERIENCE
RÉSERVEZ • DÉTENDEZ-VOUS
• VIVEZ UNE EXPÉRIENCE

Reserve your campsite in advance and *Relax* knowing your *Experience* in one of Canada's National Parks is guaranteed!

Réservez votre emplacement de camping à l'avance, *détendez-vous* et *vivez une expérience* formidable dans un des parcs nationaux du Canada, c'est garanti !

PARKS CANADA CAMPGROUND RESERVATION SERVICE
SERVICE DE RÉSERVATION DES EMPLACEMENTS DE CAMPING DE PARCS CANADA

1.877.RESERVE (1.877.737.3783)
TTY only/ATS seulement : 1.866.787.6221
www.pccamping.ca

Canada

The Parks Canada Reservation Service available at 18 national parks across Canada in 2005 will eliminate many line-ups at campgrounds. Accessible on-line or by phone, the campsite reservation service will make camping in Canada a lot more enjoyable.

Better Services within Government

One of the objectives of the Government of Canada is to streamline its operations so that resources can be re-allocated to projects of high priority to Canadians. GOL has contributed to this objective by helping to develop tools that simplify tasks and enhance transparency. The Government of Canada Marketplace (GoCM) is such a tool.

GoCM – Increased Transparency and Efficiency

The Government of Canada plans to launch GoCM in 2005, an on-line Marketplace to facilitate the purchase of goods and services by authorized government buyers. Under development by the PWGSC Electronic Acquisitions Program Sector, the GoCM will be a single window for government employees to order goods and services on-line. Government users and external suppliers will benefit from easy access to valuable purchasing and procurement information, openness and fairness through a competitive on-line catalogue, and streamlined business processes with links to the financial systems of government departments. There will be consistency in purchasing practices across government.

The GoCM will contribute to a collaborative e-commerce relationship with industry. Together with the Procurement Reform Initiative, it will also generate significant savings to the government through volume price discounts and the consolidation of procurement instruments (e.g. Standing Offers).

A pilot e-purchasing application has already been successfully implemented and is currently running with a limited number of commodities and limited

participation by other departments; this pilot system will be replaced by the GoCM after it is launched.

Campusdirect Offers Access to e-Learning Resources

Campusdirect (www.campusdirect.gc.ca) is an on-line portal providing Public Service employees with access to the training they need to stay on top of developments in their fields. Campusdirect offers centralized access to e-learning resources while supporting common learning needs through the development and deployment of on-line products and services that meet general governmental or specific departmental objectives. Working in partnership, Campusdirect offers hundreds of on-line resources – many of which have been developed internally by various departments – through its e-learning catalogue of products and services.

Measuring Progress

When a new service is launched, it is vital to keep track of benefits, client satisfaction and take-up. These factors are part of the reporting requirements for departments and agencies participating in the GOL Initiative and provide valuable information to measure progress and define the road ahead.

Government of Canada Internet Research Panel

Starting in December 2001, the Chief Information Officer Branch of the Treasury Board of Canada Secretariat assembled a representative panel of Canadian Internet users to provide valuable feedback and direction on a number of GOL-related research issues that are of common concern across government. This collaborative research project gives the Government of Canada opportunity to leverage research dollars and reduce duplication of effort. In addition, the Internet Research Panel allows the Government to demonstrate its use of state-of-the-art public opinion research technology.

Over the past four years, the Government has conducted five on-line surveys and two sets of national on-line focus groups with Canadian Internet users. Almost 25,000 Internet users have responded to our on-line surveys.



Harvesting Benefits

According to a 2004 on-line survey with the Government of Canada Internet Research Panel (see page 13), 65% of those surveyed agree GOL will be good value for tax dollars, 68% agree GOL will result in faster service and 70% agree GOL will increase the ability of Canadians to contact government. These very encouraging numbers indicate that GOL is on the right track and responds to citizens' expectations and needs.

Here are some of the benefits departments and agencies have reported in their 2004 GOL reports:

- Time savings
- Simplified interactions with government
- Easier access
- Cost savings
- Increased productivity

Greater transparency, streamlined processes and improved reporting to Parliament are some of the additional reported benefits that accrue from the GOL Initiative.

Citizen and Business Take-up

The Web has become a key delivery channel to provide citizens, businesses and clients with the government information and services they need. When looking to share information and provide services to these audiences, the Government of Canada has identified the opportunity for the Web to be an early point of contact. The challenge we face now is to ensure that all audiences view the Internet as the channel of choice.

The Government of Canada has made an important investment in GOL, which resulted in the establishment of a new self-service delivery channel for 130 key services that supports increased service availability, convenience to clients, and enhanced overall service quality and efficiency. In the case of

many of these services, departments predict efficiencies in terms of faster turnaround times, reductions in the complexity and/or number of program process steps, and cost savings to both the client and the Government. The Government of Canada is committed to increasing awareness and take-up of those services made possible by the Internet channel that support realization and maximization of these benefits.

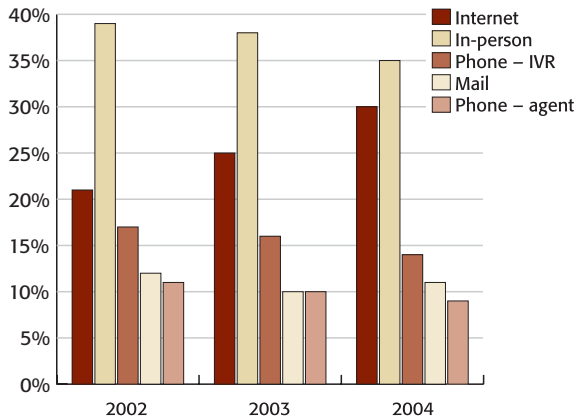
In its 2003 eGovernment Leadership Report entitled *Engaging the Customer*, Accenture recognized that "increasing take-up is a priority. The potential benefits of eGovernment – improved service, greater efficiency and potential cost savings – will not be realized if usage of the services is low." They also recognized that "once a certain critical amount of business is transacted on-line, rapid take-up is possible and real benefits then accrue." We have already experienced rapid take-up for a number of services (e.g., electronic filing of income tax returns and weather information). We look to further this trend toward Canadians' use of on-line government services so that they can benefit from all the Government of Canada has to offer on the Web.

In 2004, more Canadians accessed the on-line channel than ever before and 30% of clients completed their Government of Canada transactions on-line (up from 25% last year).

Over 40% of Canadians filed their 2003 personal income tax returns electronically and 90% of applications for federal jobs are being received on-line. However, the number of clients completing their transaction on traditional, more costly channels remained relatively static. We understand that promoting awareness is key to ensuring that Canadians take advantage of the new service avenues available to them.

As indicated in the following graph, we continue to see steady growth of transactions completed on-line. It is also clear that the total number of transactions is increasing each year.

% of Transactions Completed by Channel



To maximize the adoption of the electronic channel, we are exploring ways to ensure that clients are aware of the wide variety of services available on-line. We intend to aggressively promote the Government of Canada's on-line services to ensure awareness of their benefits. A number of other key factors that affect take-up are being considered as part of an overall take-up strategy:

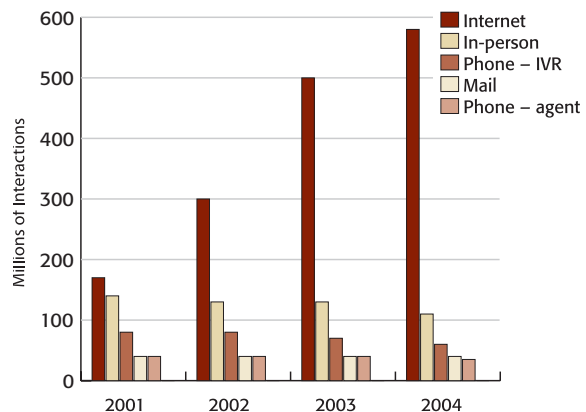
- **Client readiness** – determining if client groups have access to on-line services, the necessary skill sets in place to take advantage of them, and the tendency to transact on-line;
- **Service maturity and ease of use** – ensuring take-up of those services that are the most advanced in terms of functionality (e.g., ability to complete transactions on-line) to support increased credibility and confidence in on-line services;
- **Service robustness** – ensuring that departments have the capacity to handle additional traffic across all channels (including the availability of on and off line support for on-line services);

- **Service efficiency** – focusing on those services that provide faster, cost-effective results for Canadian citizens and taxpayers;
- **Privacy and security** – building and maintaining public trust in terms of the protection of personal information on-line (see Chapter 3); and
- **Balance of on and off line channels** – recognizing that Canadians accept that some channels may be better than others for certain types of transactions and that governments can learn from Canadians on their preferred choices.

Work has already begun on a number of these activities to support increased take-up of the on-line channel including a market-readiness assessment of on-line services and a service capacity check. Our efforts in the near future will be focussed on the following:

- Development of a multi-channel approach to improving take-up of on-line services;
- Providing self-help marketing tools to departments;
- Use of public opinion research to generate citizen feedback that will support take-up.

Multi-channel Volumes



GOL filings as of Dec. 21, 2004; All data filed by information and transactional services; Note: the volume of interactions for all services for 2001 is 466.4 million, 2002 is 599.6 million, 2003 is 777.2 million, and 2004 is 853.1 million.

Client Satisfaction

The success of the GOL Initiative is undeniable. Our focus on client-centricity and our ability to work horizontally has helped us to reap benefits on all fronts. Canadians recognize the value of GOL. Take-up is on the rise and client satisfaction is very high. Indeed, according to data collected by the departments and agencies participating in the GOL Initiative, 41% of clients were very satisfied with the Internet channel and 94% were satisfied or very satisfied.

Here are testimonials from Canadians who have used the www.jobsetc.ca site and provided feedback in their own words through emails or in response to an on-line survey that included narrative comments. It is interesting to note that the comments provided by users of the www.jobsetc.ca site were in response to the following questions:

- How were you dissatisfied with the site?
- What improvements would you make?

"I have been successful in finding suitable employment. I really appreciate the service you provide. I have printed off some information from your Web site and will be passing the information on to family and friends who are currently seeking employment. Thank you for your help in my job search and for this very valuable service and Web site."

"This is a great site with searches that covers government selections and others with one click. You can compose a résumé. As an added bonus you can set up a 'Job Alert' with as many search terms as you like, and when something comes up, they send you an email – very convenient."

The Canadian Health Network (CHN), a program of the Public Health Agency of Canada, completed a client satisfaction survey in the summer of 2004. Early results show that 95% of users were either satisfied or very satisfied with the information provided on the CHN Web site at <http://www.canadian-health-network.ca/>. This is significant since take-up for this service in 2004 was 90%, or 1,476,000 clients.



CHAPTER 3

Building Confidence and Trust in On-Line Services

The Government of Canada understands that seeking and maintaining the trust of Canadians is paramount to the successful delivery of services across channels. Levels of confidence in terms of security and privacy will have a significant impact on Canadians' adoption and use of government services provided through the Internet channel.

Security and Privacy

When a December 2004 syndicated public opinion study on Government Service and Satisfaction asked what Canadians want in terms of service, the response was unequivocal – everything. All aspects of government service tested were considered important or very important by a majority of respondents. Most important to respondents was the security and confidentiality of personal information (75%). However, when asked about which channel they would use to make a payment to the Government of Canada, only 25% of respondents indicated that they would be most likely to use the Internet channel, while 46% would send payments by mail. The Government of Canada recognizes that to encourage an increasing number of Canadians to conduct their transactions on-line, it must convince them that they can do so with complete confidence. To this end, Canada has put in place a robust policy and technological framework. That framework is the foundation for the Secure Channel.

In addition, the Auditor General's February 2005 Status Report reaffirmed Canadians' desire for on-line services that are secure and protect their personal information. The Status Report noted how the Secure Channel is an important enabler that is helping government meet those expectations through the incorporation of common standards for privacy, security, availability and reliability in on-line services.

The expectations of Canadians for service delivery are high. We must meet them if we are to conduct business effectively in the electronic world. The Government of Canada maintains and enforces rigorous security and privacy standards for all public access service channels, and the Internet is no exception.

Here are some of the privacy and security questions of concern to Canadians when they consider using the on-line channel to deal with government:

- Will I be able to complete my transaction from beginning to end using the on-line channel?
- Will my on-line transactions be secure at all points along the way?
- Will my privacy be respected?
- Will my identity be protected?

The answer to all these questions is an unconditional YES because of the Secure Channel.

The Secure Channel

The Secure Channel Project is a multi-departmental, public and private sector effort to build a common secure infrastructure for government electronic business and service delivery.

The Secure Channel has incorporated and enhanced world-leading technology during its development and again during its implementation. The Secure Channel has the following capabilities:

- Enables the option of single sign-on for on-line access to government services
- Provides for client security and privacy for on-line interactions with the Government of Canada
- Provides the infrastructure that allows different departments and governments to deliver services together to Canadians
- Protects government assets from Internet based security attacks
- Provides a series of additional value-added services to support departments and agencies in delivering on-line services

A key component of the Secure Channel is the epass—a unique digital credential that enables secure access to government electronic services, while protecting users' privacy during and after their on-line government transactions. The Government of Canada has issued over 260,000 epasses to Canadians to date.

The Secure Channel in Action

With the **Change of Address On-Line** feature from the Canada Revenue Agency, Canadians can securely advise the Agency of an address change. The vast majority of the epasses issued to date have been in support of this application.



Human Resources and Skills Development Canada's **Web Record of Employment** allows Canadian businesses to fill out on-line a vital document for employees to receive Employment Insurance benefits. More than 460,000 records of employment from over 8,000 businesses have been processed on-line in 2004.

The **Receiver General Buy Button** is an on-line payment service for Canadians and businesses to pay for Government of Canada goods and services on-line. Over 265,000 payment authorizations have been processed for a total value of over \$20 million.

In May 2004, **Statistics Canada** conducted a voluntary trial-run census involving 300,000 households, offering in addition to a paper questionnaire, the option to respond on-line. The on-line application leveraged world-leading security provisions of the Government's Secure Channel, and of the approximately 200,000 households who responded, was the choice of some 14,000 households. A follow-up survey concluded that the application was easy and efficient to use by an overwhelming majority of on-line respondents. This successful test paves the way for the secure response option to be scaled-up, actively promoted and offered to over 13 million Canadian households for the 2006 Census.

The total number of secure electronic GOL transactions completed for citizens and businesses in 2003 was 86.5 million. In 2004, this number increased to 113.8 million. Secure Channel is a vital component of GOL. As the number of secure transactions continues to increase steadily, Secure Channel will be able to meet present needs and future growth.

Canada, a World Leader in Protecting Citizens' Privacy

Canada is regarded as a world leader in the management of citizens' personal information since the Treasury Board of Canada Secretariat's introduction of the Privacy Impact Assessment (PIA) Policy in May 2002. The PIA Policy describes a comprehensive process for determining the impacts of a specific service delivery initiative on an individual's privacy. In completing this process, privacy concerns are clearly defined and addressed prior to service implementation. The objective of the PIA Policy is to ensure that departments and agencies consider the protection of Canadians' personal information throughout the design and redesign of programs and services. It is integral to establishing confidence and trust in GOL as the Government of Canada increasingly delivers its programs and services to Canadians over the Internet.

In her most recent annual report, the Privacy Commissioner of Canada referred to the PIA Policy, stating that "no other government initiative since the enactment of the *Privacy Act* itself has made as significant a contribution to fostering a privacy-sensitive culture within the federal public service".

In June 2004, the Treasury Board of Canada Secretariat released its *Privacy Impact Assessment Internal Audit Guide* to assist federal institutions in auditing the implementation of the PIA Policy and to promote a

common understanding of the implementation and audit of the PIA Policy in the federal government.

The Road Ahead

We are now working to expand the Secure Channel. In an effort to respond to the wishes of Canadians to deal with only "one face of government", the Secure Channel is providing a common secure infrastructure to enable service integration.

Every time citizens electronically submit information to government, they can rest assured that no effort is spared to make certain that it arrives at its intended destination securely and exactly how they sent it. The Secure Channel has been developed and implemented to ensure the security of electronic transactions, protect personal information, and safeguard government networks, Web sites and information holdings for the benefit of all Canadians.



CHAPTER 4

Building on Our Successes and Strengthening Results

The Government On-Line (GOL) Initiative is laying the foundation for a more fundamental transformation of the way the Government of Canada operates and delivers its programs and services to citizens, businesses and international clients. The Government recognizes that the integration of services across program, departmental, and jurisdictional lines is both possible and necessary to realize significant client benefits and federal savings.

Building Partnerships across Jurisdictions

The Government of Canada is committed to building and maintaining a multi-channel, cross-jurisdictional service delivery environment.

Approximately one half of the 130 most commonly used federal services that now have an on-line presence involve partnering across jurisdictions to enable clients to access complementary services from other governments.

(Canada Country Report, September 2004—http://www.cio-dpi.gc.ca/cio-dpi/2004/canada/canada05_e.asp)

This level of partnership supports the potential for the delivery of comprehensive services to Canadians over the common infrastructure provided by the Secure Channel (see Chapter 3).

According to GOL departmental reports, by 2005, 91% of the 130 on-line services will be engaged in one or more types of partnership. The following table summarizes the current and planned distribution of partnerships, and confirms the continued trend towards collaborative efforts.

Summary of Partnerships	Current 2004	Planned 2005
Integrating services across programs within department	67% (79/118)	68% (80/118)
Integrating services across federal departments	61% (72/118)	64% (76/118)
Integrating services across jurisdictions or sectors	53% (63/118)	65% (77/118)

Breaking Down the Silos

Traditionally, departments and governments have worked in silos along lines of responsibility with limited horizontal or multi-jurisdictional activity. According to Andrea Di Maio, Director of Research with the Gartner Group, “The reason government is based in silos is to make sure that government is accountable for policies. If you think about yourself as a user of a government service, and in the past you dealt with five agencies, then joined up government is clearly an improvement, because it is nice to be given one point of contact. But what happens if something goes wrong? Then it suddenly isn’t so nice, because who do you go to to rectify the problem? These issues of accountability need to be fully worked out.”

The Government of Canada recognizes this challenge as explained by Helen McDonald, Acting Chief Information Officer for the Government of Canada: “Two inter-jurisdictional bodies – the Public Sector Chief Information Officer Council (PSCIOC) and the Public Sector Service Delivery Council (PSSDC) – continue to work to develop a roadmap for inter-jurisdictional integrated service delivery in Canada. They are defining a set of principles to guide investments and decision-making and outcomes against which to measure progress, and an implementation framework. They are also attempting to define a workplan around what they call ‘foundational enablers’ – areas where a common strategic direction and/or agreement on common standards and approaches is essential for substantive progress to be made. For example, the Councils recognize that inter-jurisdictional service transformation of the sort Canadians want will not happen without effective governance. There must be an owner for new, horizontally and vertically integrated services and at the present time, this does not exist.” (*Serving Canadians Better: Moving Forward with Service Transformation at the Enterprise Level*, Canada Country Report, http://www.cio-dpi.gc.ca/cio-dpi/2004/canada/canada05_e.asp).

Service Integration and the GOL Initiative

The work done under the GOL Initiative in 2004 to develop eContact, the National Routing System and Live, Learn and Succeed are examples indicating that we are heading in the direction of service integration.

eContact – Keeping It Simple

eContact is a Government On-Line, multi-jurisdictional and collaborative initiative that aims to improve citizens’ experience when seeking to access government services. It will respond to the needs of citizens by directing them to the appropriate contact or information, regardless of the level of government or location.

Still at the pilot stage, the solution is designed to interpret a citizen’s query using common and/or informal language, which are linked to more formal government language. This approach eliminates the frustration and the need for citizens to fully understand the workings of government prior to seeking government information. eContact seeks to provide the correct point of service on their first attempt to individual or business queries from all levels of government. It would reduce service delivery costs for governments and would save time and money for Canadians looking for specific municipal, provincial or federal government services. However, eContact can only be successful if it evolves into a solution that does not force its partners to change systems and operational requirements, but rather facilitates the exchange of information. The federal government is currently addressing these issues with its partners.

The National Routing System

The National Routing System (NRS) is being designed to enable better communication between provincial and federal jurisdictions for the purposes of improving both program administration and national security.

Statistics Canada, Foreign Affairs Canada (DFAIT), Canada Revenue Agency, Public Works and Government Services Canada and the provinces of Alberta and British Columbia have built a solid partnership to work on a pilot project, the National Routing System. Currently, provincial and territorial registrars must send information related to vital events (such as birth, still birth, death) to many different organizations. Entering the information once and having it automatically formatted and distributed electronically to all concerned departments and agencies, is much more convenient. The NRS leverages the security and message routing features of the Secure Channel.

If the National Routing System pilot project proves successful, this innovative methodology could be implemented nationally.

Live, Learn and Succeed (LLS) – Better Serving International Students

Live, Learn and Succeed is the key service transformation initiative in support of the draft Vision for International Services. LLS targets international students with a view to securing their recruitment and over time, their contribution to advancing Canada's strategic economic and social objectives. Led by Foreign Affairs Canada (DFAIT), International Trade Canada (DFAIT) and Citizenship and Immigration Canada, LLS focuses on leveraging existing federal and provincial services for international students while supporting a strong brand for Canada abroad and finding innovative ways to better serve students who are choosing to study internationally. LLS is already demonstrating significant progress in areas such as a government-wide view toward service delivery, governance, and business process review. To date, LLS has established a functioning interdepartmental Web services arrangement, has piloted with Canada's Missions abroad, and has made significant progress in establishing partnerships with several Provinces.

Enabling Government Transformation

The Government of Canada is developing new initiatives to meet the service expectations of Canadians, Canadian businesses and international clients. The aim is to provide clients with convenient single-window, multi-channel access to government services that are seamlessly integrated across programs, departments and jurisdictions. Treasury Board of Canada Secretariat (TBS) plays a pivotal role in this service transformation, providing leadership in the development of innovative tools that support the harnessing of information and communication technologies and their application across government.

To meet the needs and expectations of Canadians, Canadian businesses and international clients, TBS is taking a "whole-of-government" approach to achieve progress across the entire government. One key result is that clients are now able to access a number of on-line services from across departments and agencies through a single window. These services, available through Gateways and Clusters, are organized and bundled by subject and audience and in accordance with client needs and preferences.

Business Transformation Enablement Program (BTEP)

Strategic management combined with business transformation to raise operational efficiency and define clear accountabilities will improve services to Canadians and enhance the value of government investments.

The Business Transformation Enablement Program (BTEP) is designed to help governments achieve their goals and meet the requirements for transparency. The BTEP toolkit is a collection of inter-related "reference models" designed to facilitate both vertical and horizontal analysis. BTEP takes into account the inherent complexity of public sector organizations and their business processes, and seeks transformation solutions that respect the fundamental nature of the business. The program encourages consensus building in multi-stakeholder and inter-jurisdictional initiatives.

Transforming Information Technology and Corporate and Administrative Services

The key to better services for Canadians and good government lies in the stewardship of information technology (IT)/information management (IM) expenditures and services in government operations.

There are two on-going reviews, which will result in recommendations to transform internal service delivery in the Government of Canada. Both the *IT Services Review* and the *Corporate and Administrative Services*

Review are scrutinizing government-wide expenditure and management practices with the aim of identifying possible savings and providing strategies to improve service.

These two reviews will generate proposals that will define the future of internal service delivery in government by promoting common services, greater flexibility for program delivery, better value for money and improved results for Canadians.

Sustaining the Service Delivery Investment

A third horizontal review completed in 2004, the *Service Delivery Infrastructure (SDI) Review*, effectively profiled the service delivery environment across the country to support the ongoing management and sustainability of external government service delivery. This analysis took into consideration points of service, volumes of service transactions, staff allocated across service delivery channels, and the overall investment made by government in delivering its services to Canadians. Armed with this understanding of the profile of external service delivery today, the Government of Canada can begin to consider effective adjustments to this profile in order to sustain that investment through:

- improving service availability (e.g., ensuring appropriate in-person coverage across Canada);
- enhancing service offerings (e.g., leveraging Web service capacity in supporting clients on off-line channels);
- managing the strategic take-up of on-line services and self-service for client convenience and cost-savings; and
- maximizing infrastructure (e.g., exploring cost-effective common service delivery solutions).

The investment made in GOL has resulted in the establishment of a new self-service delivery channel for key services. As part of a strong commitment to ensuring effective management of programs and services across delivery channels, we look to

strategically identify those high volume transactional services that can drive cost savings through increased on-line processing and encourage the use of these on-line services by Canadians.

Integrated Performance Measurement

Government is improving service delivery with new approaches to managing relationships with Canadians, international visitors, and businesses. In 2003, TBS issued the *Management Accountability Framework (MAF)*, an umbrella policy aimed at strengthening all aspects of public sector management. MAF uses performance indicators to reinforce accountability in citizen-focused service. In measuring GOL progress against the MAF (see http://www.tbs-sct.gc.ca/maf-crg/dwnld/maf-crg_e.pdf), departments and agencies are assessed on whether or not their on-line services are on target to meet their forecasted service progression levels based on their departmental reporting.

As part of an overall service strategy, the Government of Canada is developing a set of *key performance indicators* across service delivery channels that align directly with the MAF. These indicators will provide a consistent, integrated perspective on service delivery that will help to assess how services are meeting the needs of citizens, businesses and international clients in an efficient and cost-effective manner. The data will be used to foster a common understanding of the government's service capabilities, focus management on strategic issues, and help public servants become more systematic in improving service delivery.

Information Management and Service Transformation

Treasury Board of Canada Secretariat (TBS) is leading several initiatives to help departments and agencies link effective information management practices with Government of Canada objectives for the improved delivery of government programs and services to Canadians.

These initiatives will provide information management specialists, program managers and employees with the resources they need to manage information more effectively. Departments and agencies will be encouraged to achieve government priorities for service enhancement, cost reduction and accountability.

TBS is mapping the road ahead with the following core initiatives:

- *Management of Government Information Policy Implementation*
- Strategic Design of a Government of Canada Information Management Program
- Framework for the Management of Information
- Information Management Portal
- Metadata and Content Management Strategy

Behind the Scenes

The recognized success of GOL hinges on many factors, most significant are the people behind the scenes and the programs that support them. Here are some mechanisms that have been put in place to ensure the successful implementation of GOL.

Common Look and Feel (CLF)

TBS in conjunction with an interdepartmental working group has developed a series of standards and guidelines known as the Common Look and Feel for the Internet or CLF, to ensure that Government of Canada presence on the Web is easily identifiable. These standards and guidelines also help Government of Canada institutions ensure that information and services made available on government Web sites are visible and easily recognizable. CLF standards further ensure that identifiers and content are available in both official languages, accessible to persons with disabilities, available through a wide variety of technologies, and respect the privacy and protection of personal information.

Common Measurement Tool (CMT)

The CMT is a high-quality tool to measure service satisfaction of clients. The CMT tool (<http://www.iccs-isac.org/eng/cmt-about.htm>) enables all jurisdictions to use a common approach to understand client expectations, assess satisfaction and identify priorities for improvement. CMT was developed by the Institute for Citizen-Centred Service, an inter-governmental organization established by public servants in Canada to promote high levels of satisfaction with public sector service delivery.

The tool has been enhanced to accommodate a multi-channel service environment, and includes questions that reflect the specific drivers of satisfaction specific to each service delivery channel (i.e. Internet, kiosk, telephone, in-person and mail). Many of the GOL services and projects were developed and evaluated using research based on CMT to measure client satisfaction. Twelve departments and agencies participating in the GOL Initiative in 2004 used the CMT within the last two years to survey their clients for a GOL service.

Gateways and Clusters – Coordinating Horizontality and Promoting Client-centricity

The Gateways and Clusters Directorate is a division of Public Works and Government Services Canada that acts as a liaison between departments. It ensures the focus of GOL remains on the client, and fosters a community of cooperation between government departments and agencies. It facilitates interdepartmental collaboration, thereby enabling the Government of Canada to provide information and services in a client-centric manner, through intuitive audience and subject based gateways and clusters.

Organizational Readiness Office

In 2000, the Chief Information Officer Branch restructured its information management and information technology community support to create a new strategic business unit with an expanded mandate

to support, in addition to the IT community, the emerging communities of specialists in information management and in service delivery, aligned to directly support GOL.

Operating within a community-led governance structure of “champions”, the Organizational Readiness Office (ORO) has developed an integrated set of proven tools and procedures to address human resource management issues more effectively within the public service. Based on identified competency profiles and community commitment, the model is easily adaptable to meet changing requirements in human resources and organizations.

Working with government departments, agencies and the strategic communities, ORO has built a human resource management model to involve leadership at all levels with a focus on managers who run business processes. This approach creates



a horizontal, whole-of-government perspective that respects the vertical accountability of departments and agencies. It has also encouraged departments to align their workforce investments with the broader objectives of the Government of Canada.

These innovations have had a direct impact on improving service to Canadians by better management and efficient delivery system.

GOL Initiative Office – Bringing It All Together

The GOL Initiative Office gathers data and monitors the progress for the 130 most commonly used government services. It consults with stakeholders, provides database development, ensures support for the inter-departmental community, conducts analysis and reporting, and operates the Information Help Desk for federal departments and agencies.

The Office provides oversight and troubleshooting for all GOL funded projects. It identifies common or horizontal issues and develops risk mitigation strategies, and reports regularly on GOL Initiative progress.

It is co-ordinating the development of the *GOL Evaluation Framework and Report*, and contributes to the *TBS Secretariat Performance Measurement Report* (http://www.cio-dpi.gc.ca/si-as/performance/performance03_e.asp). It performs in depth analysis required for authoring and producing the *GOL Annual Report* tabled in Parliament.

The Office produces the *GOL at a Glance* publication and performs a wide range of communication and outreach activities.

The Office is expected to produce the final report for the GOL Initiative at the end of the 2005-2006 fiscal year.

Service Vision for Canadians

Canadians will receive the highest value from their public services – as clients, citizens and taxpayers – through a government that:

- Anticipates and responds to clients' needs, expectations, preferences and priorities;
- Engages in multi-dimensional dialogue, continually learning from citizens and equipping them with the knowledge they need to participate fully in society;
- Ensures services and programs are streamlined, effective, integrated, remain focused and relevant, and harmonized across jurisdictions.

Service Vision for Businesses

Service to business contributes to the productivity, competitiveness and high performance of business and government by:

- Making it easy for business to succeed in a global business environment;
- Removing barriers to business innovation and productivity;
- Reducing the complexity and cost of dealing and complying with government;
- Building opportunities for valued relationships and networks;
- Promoting a fair and equitable business marketplace; • Making government more efficient in its service to business.

International Services Vision

Canada will be a world leader in international service delivery. We will advance Canada's strategic interests and ensure the continued health, safety, and prosperity of Canadians by delivering, as one government, an integrated set of international programs and services to our clients across multiple channels in the most efficient and effective manner possible. Our success will be measured by the true advantage it creates for Canada and will be delivered through a government that:

- Establishes integrated and unified government-wide points of service on each of the phone, Internet, and in-person channels that create world-class efficiency, accessibility, responsiveness and standards for excellence;
- Ensures that services and programs are streamlined, accessible, integrated, focused, relevant, and cut across jurisdictions;
- Presents a co-ordinated face to its target international publics.

Where Do We Go from Here?

The Government's long term goal is full service transformation. This goal demands major improvements in the quality and the delivery of government services to Canadians, businesses and international clients and a re-invention of the internal operations of government to achieve efficiencies and increased transparency. In 2004, the GOL Initiative has contributed significantly to this agenda by developing three new service visions (see page 27) for each of its three main client groups in support of the service transformation that the Government of Canada is planning. Each of these audiences is served by one of the three Gateways of the Canada Site (Canadians [Canadians and Residents], Non-Canadians [International] and Canadian Business).

The GOL Initiative has been a catalyst in the formulation of these proposed visions, in cooperation with TBS and key departments.

The Government of Canada is continuing to move forward on the realization of a series of service transformation principles (e.g., increased client satisfaction, clear accountabilities and transparency, value for money, etc.). The GOL Initiative has been a key instrument in bringing service transformation to the forefront from an operational perspective and the TBS has contributed greatly to defining the necessary tools to make it happen from a policy perspective. The Government of Canada is focussing on leveraging the expertise gained through the GOL Initiative to make a successful transition to service transformation.

The GOL Legacy – Building Blocks for the Way Forward

The GOL Initiative is scheduled to end its current mandate in fiscal year 2005–2006. Investments to date have supported the increased availability of the Government of Canada's 130 most commonly used services providing convenience to clients, and enhanced overall service functionality. The GOL Initiative has also provided departments and agencies with the opportunity to re-think the very concept of service delivery by focussing on the need to integrate and streamline their current offerings to build partnerships with stakeholders in the public and private sectors. Benefits mentioned in reports on a number of GOL services include faster service, less complexity and/or number of program process steps, and cost savings to both the client and the Government. As it moves forward with its service transformation agenda, the Government is seeking to maximize these benefits for both clients and taxpayers by ensuring that the on-line channel is a robust, secure, citizen-centred channel of choice for Canadians.

APPENDIX A

Central Funding for the Government On-Line Initiative*

Allocation of Central Funds by Component (as of January 31, 2005)

\$000's

Component	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	TOTAL
Common Secure Infrastructure Gateways and Subject/ Audience Portals	32,490	110,733	115,731	136,900	79,410	0	475,264
On-line Service Delivery	5,341	23,945	16,400	17,745	16,400	15,455	95,286
Policies and Standards	8,672	89,216	48,235	58,026	35,991	21,747	261,887
	5,063	500	13,000	13,000	11,500	4,500	47,563
Total	51,566	224,394	193,366	225,671	143,301	41,702	880,000

Allocation of Central Funds by Department/Agency and Component (as of January 31, 2005)

\$000's

Department	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	TOTAL
Agriculture and Agri-Food Canada	0	4,939	400	0	75	0	5,414
Gateways & Clusters	0	612	400	0	0	0	1,012
On-line Service Delivery	0	4,327	0	0	75	0	4,402
Canada Customs and Revenue Agency	3,345	15,330	15,029	14,803	0	0	48,507
Gateways & Clusters	0	0	0	0	0	0	0
On-line Service Delivery	3,345	15,330	14,829	14,803	0	0	48,307
Business Case	0	0	200	0	0	0	200
Canada Revenue Agency					6,153	407	6,560
On-line Service Delivery					6,153	407	6,560
Canadian Economic Development Agency for Quebec Regions	0	25	0	0	0	0	25
On-Line Service Delivery	0	25	0	0	0	0	25
Canadian Food Inspection Agency	0	0	0	0	56	20	76
On-Line Service Delivery	0	0	0	0	56	20	76

* Any discrepancy between this report and any earlier versions of this publication is due to administrative adjustments following the transfer of the GOL Initiative responsibility from the Treasury Board of Canada Secretariat to Public Works and Government Services Canada in December 2003.

Department	2000–2001	2001–2002	2002–2003	2003–2004	2004–2005	2005–2006	TOTAL
Canadian Heritage	90	2,481	240	683	416	0	3,910
Gateways & Clusters	0	400	40	283	416	0	1,139
On-line Service Delivery	90	2,081	200	400	0	0	2,771
Canadian Institutes of Health Research	0	352	0	0	0	0	352
Gateways and Clusters	0	132	0	0	0	0	132
On-Line Service Delivery	0	220	0	0	0	0	220
Canadian International Trade Tribunal	0	0	0	0	68	68	136
On-Line Service Delivery	0	0	0	0	68	68	136
Canadian Transportation Accident Investigation and Safety Board	0	0	0	0	140	0	140
On-Line Service Delivery	0	0	0	0	140	0	140
Citizenship and Immigration Canada	161	1,433	1,730	800	382	0	4,506
Gateways and Clusters	0	1,155	400	300	382	0	2,237
On-line Service Delivery	161	278	1,100	500	0	0	2,039
Business Case	0	0	230	0	0	0	230
Commissioner for Federal Judicial Affairs (Office of the)	0	0	0	0	50	0	50
On-Line Service Delivery	0	0	0	0	50	0	50
Commissioner of Official Languages	0	0	0	0	50	0	50
On-Line Service Delivery	0	0	0	0	50	0	50
Communication Canada	0	0	3,970	2,915	100	0	6,985
Gateways and Clusters	0	0	2,970	1,615	0	0	4,585
On-line Service Delivery	0	0	1,000	1,300	100	0	2,400
Business Case	0	0	0	0	0	0	0
Correctional Services Canada	0	0	0	0	94	50	144
On-Line Service Delivery	0	0	0	0	94	50	144
Environment Canada	0	1,000	20	0	878	1,442	3,340
Gateways and Clusters	0	1,000	20	0	0	0	1,020
On-line Service Delivery	0	0	0	0	878	1,442	2,320
Federal Court of Canada	50	150	0	0	0	0	200
On-Line Service Delivery	50	150	0	0	0	0	200
Fisheries and Oceans Canada	0	0	0	0	84	30	114
On-Line Service Delivery	0	0	0	0	84	30	114
Foreign Affairs and International Trade	431	5,535	3,270	4,153	5,528	1,917	20,834
Gateways and Clusters	402	2,932	2,370	1,929	0	0	7,633
On-line Service Delivery	29	2,603	900	2,224	5,528	1,917	13,201

Government On-Line 2005

Department	2000–2001	2001–2002	2002–2003	2003–2004	2004–2005	2005–2006	TOTAL
Foreign Affairs Canada	0	0	0	0	3,853	245	4,098
Gateways and Clusters	0	0	0	0	1,520	0	1,520
On-line Service Delivery	0	0	0	0	2,333	245	2,578
Health Canada	790	7,501	3,615	3,970	5,590	75	21,541
Gateways and Clusters	0	1,672	500	0	0	0	2,172
On-line Service Delivery	790	5,829	3,115	3,970	5,590	75	19,369
Human Resources Development Canada	1,879	32,194	18,650	20,581	0	0	73,304
Gateways and Clusters	328	7,203	3,650	5,081	0	0	16,262
On-line Service Delivery	1,551	24,991	15,000	15,500	0	0	57,042
Human Resources & Skills Development Canada	0	0	0	0	2,350	0	2,350
Gateways and Clusters	0	0	0	0	1,900	0	1,900
On-line Service Delivery	0	0	0	0	450	0	450
Indian and Northern Affairs Canada	0	3,300	2,263	1,973	450	0	7,986
Gateways and Clusters	0	0	300	348	450	0	1,098
On-line Service Delivery	0	3,300	1,763	1,500	0	0	6,563
Business Case			200	125	0	0	325
Industry Canada	1,407	7,886	3,000	6,010	5,962	1,448	25,713
Gateways and Clusters	782	2,007	2,800	2,854	3,359	0	11,802
On-line Service Delivery	625	5,879	0	3,156	2,603	1,448	13,711
Business Case			200	0	0	0	200
International Trade Canada	0	0	0	0	565	0	565
Gateways and Clusters	0	0	0	0	565	0	565
Justice Canada	0	1,360	2,636	2,997	129	0	7,122
Gateways and Clusters	0	660	65	0	0	0	725
On-line Service Delivery	0	700	2,571	2,997	129	0	6,397
Library & Archives Canada	0	0	0	0	250	125	375
On-Line Service Delivery	0	0	0	0	250	125	375
National Defence – Communication Security Establishment (CSE)	5,565	10,335	10,050	6,350	0	0	32,300
Common Infrastructure	5,565	10,335	10,050	6,350	0	0	32,300
Natural Resources Canada	0	300	200	555	856	75	1,986
Gateways and Clusters	0	0	0	555	525	0	1,080
On-Line Service Delivery	0	300	0	0	331	75	706
Business Case			200	0	0	0	200
Parks Canada Agency	0	850	0	0	0	0	850
On-Line Service Delivery	0	850	0	0	0	0	850

Department	2000–2001	2001–2002	2002–2003	2003–2004	2004–2005	2005–2006	TOTAL
Public Safety and Emergency Preparedness Canada							
Gateways and Clusters	0	0	0	0	300	0	300
Public Works and Government Services Canada	21,069	89,330	98,007	124,810	87,346	4,935	425,497
Common Infrastructure	15,641	69,294	93,830	117,050	73,798	0	369,613
Gateways and Clusters	3,622	3,600	1,200	2,862	2,883	0	14,167
On-line Service Delivery	1,806	16,436	2,977	4,898	2,963	2,140	31,220
Policy and Standards					7,702	2,795	10,497
Royal Canadian Mounted Police (RCMP)	225	338	0	0	0	0	563
On-line Service Delivery	225	338	0	0	0	0	563
Social Development Canada	0	0	0	0	3,808	0	3,808
Gateways and Clusters	0	0	0	0	3,058	0	3,058
On-line Service Delivery	0	0	0	0	750	0	750
Solicitor General	0	501	15	535	0	0	1,051
Gateways and Clusters	0	200	15	535	0	0	750
On-line Service Delivery	0	301	0	0	0	0	301
Statistics Canada	55	3,157	1,600	1,800	3,056	1,104	10,772
Gateways and Clusters	55	554	0	0	205	0	814
On-line Service Delivery	0	2,603	1,600	1,800	2,851	1,104	9,958
Supreme Court of Canada	0	375	0	0	0	0	375
On-Line Service Delivery	0	375	0	0	0	0	375
Transport Canada	0	300	0	0	0	0	300
Gateways and Clusters	0	0	0	0	0	0	0
On-line Service Delivery	0	300	0	0	0	0	300
Treasury Board Secretariat	16,347	31,604	25,721	30,253	11,395	1,705	117,025
Common Infrastructure	11,284	31,104	11,851	13,500	5,612	0	73,351
Gateways and Clusters	0	0	870	800	0	0	1,670
On-line Service Delivery	0	0	0	2,953	1,985	0	4,938
Business Case	0	0	0	0	0	0	0
Policy and Standards	5,063	500	13,000	13,000	3,978	1,705	37,066
Veterans Affairs Canada	152	3,818	2,950	2,483	3,317	1,750	14,470
Gateways and Clusters	152	1,818	800	583	837	0	4,190
On-line Service Delivery	0	2,000	1,750	1,900	2,480	1,750	9,880
Business Case	0	0	400	0	0	0	400
TO BE ALLOCATED TO DEPARTMENTS	0	0	0	0	0	26,306	26,306
Secure Common Infrastructure					0	0	0
Gateways and Clusters					0	15,455	15,455
On-line Service Delivery					0	10,851	10,851
TOTAL ALLOCATED	51,566	224,394	193,366	225,671	143,301	41,702	880,000



APPENDIX B

GTEC Awards

GTEC is an annual week-long conference bringing together program managers and information technology developers from all levels of government and the private sector in Canada. It provides a series of awards for excellence and innovation in enabling and managing e-government within the public sector. Below is a list of federal services that won awards in 2004.

For innovative service delivery to citizens and businesses

GOLD

Record of Employment Web (ROE Web), Social Development Canada, Human Resources and Skills Development Canada, Public Works and Government Services Canada and Treasury Board Secretariat

SILVER

Employment Insurance (EI) Electronic Claimant Reporting Online, Social Development Canada, Human Resources and Social Development Canada

SILVER

Canada Benefits, Social Development Canada

BRONZE

CANPASS Air, Canada Border Services Agency

For enhancing government operations

GOLD

High Arctic Data Communication System Mark II, Department of National Defence

SILVER

Security and Military Police Information System Project (SAMPIS), Department of National Defence

BRONZE

WBRO (Web based rapid order), Canada Revenue Agency

For securing and managing information assets

GOLD

National Defence Mine/Countermine Information Centre, Department of National Defence

GOLD

Transport Canada Automated Fingerprint Identification System (TCAFIS), Transport Canada

For strategic information management

GOLD

Executive Correspondence Management System (ECMS), Agriculture and Agri-Food Canada

For enabling e-government in Canada

GOLD

Citizen Access Workstation Service (CAWS) Insurance, Social Development Canada, Human Resources and Social Development Canada

SILVER

Social Insurance Number (SIN) Integrity and Authentication Services (SIAS) – Identity Confirmation Service Systems, Social Development Canada

For innovative cross-jurisdictional e-government projects

GOLD

Collaborative Seniors Portal (Phase 1 – Brockville Pilot Project), Veterans Affairs Canada

BRONZE

Income Verification (IV), Canada Revenue Agency

For implementing medium to large IT projects

GOLD

Secure Channel Project, Public Works and Government Services Canada in partnership with Communications Security Establishment, Treasury Board of Canada Secretariat, Canada Revenue Agency and Human Resources and Skills Development Canada/ Social Development Canada

For innovative e-government pilot projects

GOLD

The Canadian Cultural Observatory, Canadian Heritage



APPENDIX C

Gateways and Portals

The Canada Site includes the following portal:

- † About Canada

The Canadians Gateway includes the following portals:

- † Aboriginal Peoples
- † Canadians Living Abroad
- † Children
- † Consumer Information
- † Culture, Heritage, and Recreation
- † Economy
- † Environment, Natural Resources, Fisheries and Agriculture
- † Financial Benefits
- † Health
- † Identification Cards
- † Jobs, Workers, Training and Careers
- † Newcomers to Canada
- † Persons With Disabilities
- † Public Safety
- † Rural and Remote Services
- † Science and Technology
- † Seniors
- † Taxes
- † Travel at Home and Abroad
- † Youth

The Business Gateway includes the following portals:

- † Business Start-up
- † Tax
- † Business Information by Sector
- † Regulations
- † Business Statistics and Analysis
- † Selling to Government/Tenders
- † Financing
- † Human Resources Management
- † Exporting from Canada
- † Importing into Canada
- † Innovation/Research and Development/Technology

The Non-Canadians Gateway includes the following portals:

- † Going to Canada
- † Doing Business with Canada
- † Canada and the World



APPENDIX D

In support of GOL's objective to make services better and more responsive, the Government of Canada committed to put the most commonly used federal services on-line by 2005. This Appendix contains a range of information on these services – which services are complete (meaning, they have reached their 2005 maturity target); the level of functionality they currently offer to clients, as well as their targets for 2005; take-up information; and whether they have recently done a client satisfaction survey or used other means to collect client feedback. The 2005 target levels of functionality will be a key measure of success in terms of the Government of Canada's commitment to put the most commonly used federal services on-line by 2005.

Current and planned levels of functionality are established and reported using the following self-assessment tool.

Self-assessment tool – information services

Publish basic information (push)

1. **Web presence:** Summary information about the service is available on-line, e.g., contact numbers, office locations and hours of operation, a general description of the service, etc.

2. **Basic reference:** Some basic documents are on-line. In many cases, however, clients still need to use off-line sources to access these documents.
3. **Reasonably complete reference:** A reasonably complete set of these basic documents is available on-line. In addition, processes are being considered/developed to ensure that on-line information remains well-managed, that it remains accurate and up-to-date (e.g., content management systems).

Customize information holdings (push/pull)

4. **Deepening of holdings:** Information is increasingly put on-line in response to client needs/requests; there is an emphasis on making information available to clients that is otherwise difficult to access, hidden, or not available through off-line sources. As well, processes are being established to ensure that on-line information remains accurate and up-to-date.
5. **Segmentation:** Clients are increasingly segmented into sub-groups, and information is increasingly tailored for them based on a broad range of user characteristics. Text is written in a plain language style that can be easily understood by the client group for which it is intended, different media are used to communicate information, and specialized portals are developed where appropriate. In addition, some on-line interaction between clients and service providers is possible. For example, clients

can submit requests for reports, surveys, etc., and receive automatic confirmation-of-receipt notices. Other interactive tools are available on-line, but most specific questions are still answered through off-line channels.

6. **Interactive tools:** Clients can use a full range of interactive tools to receive customized information on-line. These tools can include, for example, database queries (including cross-tabulation requests), calculators, mapping tools, intelligent response systems, real-time discussions, etc. Live and automatic navigational aids facilitate the use of on-line services, where appropriate. E-mail management systems are in place to deal with the growing volume of correspondence, including the increasingly detailed questions as information becomes more readily available.

Provide client-defined access to information (pull)

7. **Customized profiles:** Individual clients can establish multiple profiles on-line and receive information based on these profiles. Subject to privacy guidelines, they can also receive unprompted suggestions, updates, and other information based on their user histories, traffic patterns, etc.
8. **Partial synthesis:** Individual clients have partial capability to pull information from diverse on-line sources, and they have some tools to combine or synthesize it in order to create new information products.
9. **Reasonably complete synthesis:** Individual clients have reasonably full capability to pull and synthesize information from diverse sources, which allows them to conduct detailed research on-line. They can access more complete and reliable information on broad policy objectives or societal outcomes – e.g., safer communities, a cleaner environment, etc. This includes not just high level trends and other

summary data, but also the reports behind these summaries, raw data, and other information on the specific programs that are thought to contribute to the achievement of these objectives. Not only are there multiple levels of information, clients are also able to choose the level that is appropriate for them, thus contributing to greater transparency, accountability, and engagement.

Self-assessment tool – transactional services

Publish (passive/passive)

1. **Web presence:** Summary information about the service is available on-line, e.g., contact numbers, office locations and hours of operation, a general description of the service, etc.
2. **Basic reference:** Some basic documents relating to the service are on-line, e.g., policies, regulations, laws, most commonly used forms, etc. In many cases, however, clients still need to use off-line sources to access these documents.
3. **Reasonably complete reference:** A reasonably complete set of these basic documents is available on-line. In addition, processes are being considered/developed to ensure that on-line information remains well-managed.

Interact (active/passive)

4. **Partial communication:** Some clients can communicate on-line with the service provider. For example, they can submit basic forms or documents. There is no confirmation of status, however, and clients receive the details of any outstanding issues through off-line sources.
5. **Full communication:** All clients can communicate on-line with the service provider. In addition, some interactive tools are available on-line to respond to queries, but off-line sources are still an important source of information and guidance.

6. **Reasonably complete interaction:** All clients can submit a full range of information relating to their transaction, and receive individualized responses to their submissions, where appropriate. There is a reasonably complete set of interactive tools to respond on-line to queries. Live and automatic navigational aids facilitate the use of on-line services, where appropriate. E-mail management systems are in place to deal with the growing volume of correspondence.

Transact (active/active)

7. **Partial completion:** Clients can complete a transaction on-line; something binding takes place between them and the service provider. This transaction is either partial (for example, clients can complete an application on-line, but need to use off-line sources to submit supporting documents or to process the application) or not available to everyone (for example, the transaction is in the pilot stage, or is being rolled out in phases).

8. **Full completion:** All clients can fully complete a binding transaction on-line. Confirmation of the transaction, however, does not happen until a later date, and may occur through off-line sources.

9. **Full completion in real time:** All clients can fully complete a binding transaction in real time without leaving the service provider's Web site. Confirmation of the transaction is instantaneous, and occurs either on-line or through an e-mail.

Information Services

Complete as per 2005 target?	Service and Sub-components	Progression level 2004	Target progression level 2005	Total volume of client-government interactions by channel in 2004?				Recent client survey conducted	Survey specific to the on-line channel	Other means of collecting client feedback
				Internet	Phone – IVR	Phone – agent	In-person			
Agriculture and Agri-Food Canada										
No	Agri-food trade · Apple Canada- Promote Canadian grown products abroad · Faxback newsletter · Prepare exporters to enter specific export markets · Seafood promotion of Canadian product availability and attributes to seafood buyers abroad · Training and counselling to exporters	7	8	1,745,746				2,500	No	Yes
Yes	Business Risk Management	4	4	2,946,941		175,000	150	75,000	No	Yes
Yes	Food Safety and Quality	3	3	2,946,941					No	Yes
Yes	National Land and Water Information	3	3	10,362					No	Yes
No	Science Research and Development	6	7						No	Yes
Atlantic Canada Opportunities Agency										
No	Information Sharing & Exchange	7	8	350,000		68,000	23,000	14,000	Yes	Yes
Canada Border Services Agency										
Yes	Management of Access to Canada	4	4						No	
Canada Economic Development for Quebec Regions										
No	Information Services · CEDQ On-line · Internet Site	4	5	447,245		245,985	37,270	14,908	Yes	Yes
Yes	Internet Site	5	8							
Canada School of Public Service										
Yes	Campusdirect	7	7	15,000		9,000			Yes	Yes
Canadian Heritage										
Yes	Active Citizenship and Civic Participation · Consultation Portal · e-Consultations	6	6						Yes	Yes
Yes	Canadian Content (Knowledge and Information) · Canadian Conservation Institute · Canadian Heritage Information Network · Preserving My Heritage	6	6	283,045		3,000	275	20	Yes	Yes
	· Virtual Museum of Canada	6	6	1,499,000		1,282	581	152		
Yes	Cultural Participation and Engagement · Canadian Cultural Observatory · Culture.ca (Canada's Cultural Gateway)	6	6	191,040		6,252		800		
		8	8	138,216					No	Yes
		5	6	1,802,900						

Information Services

Complete as per 2005 target?!	Service and Sub-components	Progression level 2004	Target progression level 2005	Total volume of client-government interactions by channel in 2004?				Recent client survey conducted	Survey specific to the on-line channel	Other means of collecting client feedback
				Internet	Phone - IVR	Phone - agent	In-person			
Canadian International Development Agency										
No	Policy Development and Consultation							No		Yes
	· Electronic Consultation	7	7							
	· Knowledge Networks	8	8							
No	Web Based Program and Policy Information	6	6					No		
Environment Canada										
No	Information on Air Quality and Pollutants	6	6	22,417		414		No		Yes
	· National Pollutant Release Inventory									
	· The National Air Pollutant Surveillance									
No	Water	5	6	850,000		500	100	No	2,000	Yes
No	Weather Information	7	7	150,050,000	30,000,000	27,000	1,000	No	13,000	Yes
	· Media Website									
	· Real-Time Climate Data									
Finance Canada										
Yes	Budget Information	7	7	750,000		300		No		Yes
Yes	Consultations Information	7	7	350				No	3	Yes
Yes	Finance Legislation Information	5	5	98				No	2	Yes
Yes	Other Information Updates	7	7					No		Yes
Yes	Tariff Policy Information	7	7					No		Yes
Yes	Tax Policy Information	7	7					No		Yes
Fisheries and Oceans Canada										
No	Fisheries and Oceans Portal	5	6	200,000				No		Yes
No	Maritime Safety Information	4	4					No		No
	· AwaDepth									
	· National Notice to Mariners									
	· Notice to Shipping (Regional)									
	· Small Craft Harbours									
	· Tide and water level predictions									
No	Understanding Canada's Waters and Aquatic Resources	4	5	169,000		4,000	1,000	No	1,000	No
	· Environmental Information Services									
	· Fisheries Statistics									
	· Ocean Programs Activity Tracking System									
	· Renewable Resource Information Services									
	· Scientific Information Services									
Foreign Affairs Canada										
Yes	Assistance to Canadians Abroad	4	4	830,000		1,030,000	1,250,000	Yes	2,800	No
Yes	Public Diplomacy On-line Services	4	4	3,300,000				No		No

Information Services

Complete as per 2005 target?!	Service and sub-components	Progression level 2004	Target progression level 2005	Total volume of client-government interactions by channel in 2004?				Recent client survey conducted	Survey specific to the on-line channel	Other means of collecting client feedback
				Internet	Phone – IWR	Phone – agent	In-person			
Health Canada										
No	First Nations and Inuit Health · First Nations and Inuit Primary Care Electronic Health Record · Provincial – Federal First Nations Telehealth Project	7	7	1,369,514	24,900	522,900	74,700	498,000	No	No
No	Health Information and Knowledge Management · Canada Health Portal · CIHR ResearchNet.ca	4	6	12,974,907	3,600	40,000	500	60,000	No	No
Yes	Health Promotion · Health Canada On-Line Information Delivery · Canadian Health Network	5	5						Yes	Yes
No	Health Protection · Global Public Health Intelligence Network · Human Pathogens Import Permit Tracking System · National Diabetes Surveillance System · Network for Health Surveillance in Canada · Online Cosmetics Notification System · PMRA Regulatory System · Safe Environments · Streamlining Service Delivery Using e-Collaboration	6	7						Yes	Yes
Human Resources and Skills Development Canada										
Yes	Canada Education Savings Grants	6	6	120,000	2,000	20,000		1,000	No	No
	· CESC On-line Financial Post-Secondary Calculator	6	6							No
	· On-line Forms	3	3							
	· On-line Promoter Training	5	5							
Indian and Northern Affairs Canada										
No	Northern Environmental Management and Protection	4	5	28,500		1,000	200	300	No	No
No	Online Access to Corporate Information	6	7	500,000		25,000	300	500	No	Yes

Information Services

Complete as per 2005 target?	Service and Sub-components	Progression level 2004	Target progression level 2005	Total volume of client-government interactions by channel in 2004?				Recent client survey conducted	Survey specific to the on-line channel	Other means of collecting client feedback
				Internet	Phone – IVR	Phone – agent	In-person			
Industry Canada										
Yes	Business Intelligence Products – Strategies · Consumer Information · Directories of Canadian Companies · Economic analysis and statistical information · Information about employment and learning · Information about Industry Sectors · Information about research, technology and information · Information about trade and investment · Information on business support and financing · Research, technology and innovation information	8	8	15,552,122		19,229		19,229	Yes	
Yes	Canadian Business Service Centres · Business Start-Up Assistant · Business Information System · Interactive Business Planner · National and provincial CBSC websites · Online Small Business Workshop · Regulations Cluster	7	7	5,560,000	25,000	147,000	113,000	19,000	Yes	Yes
Yes	Consumer Services · A. OCA – Consumer Connection Website · B. Canadian Consumer Information Gateway · C. Complaint Courier · D. OCA Grants & Contributions Program	8	8	589,000		200			Yes	Yes
Yes	Corporate Name Search	9	9	170,000					No	Yes
Yes	Information Highway Applications · BroadBand for Northern and Rural Development · Canada Online · Canadian Content Online · Connecting Canadians to the World · Prime Minister's Awards, IT Week, ISE Camps · Smart Communities	6	6	339,500		3,500	3,500	3,500	No	No
Justice Canada										
No	Legislation Information Management System	6	6	3,200,000					No	Yes
Yes	On line public participation	5	5						No	
National Defence										
No	Communications · Military History and Heritage	6	6	4,320,000	10,000	550,000	8,000	40,700	Yes	
Yes	Defence Related Emergency Management	5	5						No	No
Yes	Information Technology Security	5	5						No	No

Information Services

Complete as per 2005 target?	Service and Sub-components	Progression level		Target progression level 2005	Total volume of client-government interactions by channel in 2004?				Recent client survey conducted	Survey specific to the on-line channel	Other means of collecting client feedback
		2004	2005		Internet	Phone – IWR	Phone – agent	In-person			
Natural Resources Canada											
No	Access to NRCan's information and services	6	6						Yes	Yes	
	· E Bookstores										
	· Internet revitalization project										
	· Licensing, Certification, Grants and Contributions										
	· NRCan search engine								Yes	Yes	
Yes	Geographical applications : maps, satellite images, surveys, etc.										
	· Atlas	9	9	4,500,000							
	· Geoconnections	9	9								
No	NRCan's knowledge products								Yes		
	· Climate Change	4	5								
	· Safety and security	5	6								
	· Sustainable Development	5	6								
No	Scientific & Technical Data and Publications								No		
	· Collect scientific data and report holdings	6	6								
	· Publish reports, maps, studies, papers, etc.	6	6								
Privy Council Office											
Yes	Prime Minister's Correspondence	5	5						No		
Yes	Privy Council Office Web Site	5	5						No		
Public Safety and Emergency Preparedness Canada											
Yes	Critical Infrastructure Protection	5	6	675,000					Yes	Yes	
Public Works and Government Services Canada											
No	Government of Canada Publications On-line	7	7	2,404,000		29,000			No		No
	· e-Bookstore							11,000			
No	Information and Communications Support	6	6	5,313,000		113,000		28,000	No		No
	· Consultation Portal										
	· Consulting and Audit Canada Extranet										
	· e-Contact										
	· Parliament Hill: A Treasure to Explore										
	· Web Content Management for Gateways and Clusters										
Royal Canadian Mounted Police											
Yes	Community, Contract & Aboriginal Policing	5	5						Yes	Yes	
Yes	National Police Services	5	5						No		No
	· Canadian Police College eLearning										
Yes	Resource & Information Management	4	4						No		No

Information Services

Complete as per 2005 target? ¹	Service and Sub-components	Progression level		Total volume of client-government interactions by channel in 2004 ²				Recent client survey conducted	Survey specific to the on-line channel	Other means of collecting client feedback
		2004	2005	Internet	Phone – IVR	Phone – agent	In-person			
Statistics Canada										
Yes	Communications and Dissemination	9	9					Yes		
Yes	Stakeholder Relationships	5	5					No		
Transport Canada										
No	Transportation Awareness	6	7					Yes	Yes	
	Access to Travel website			39,623						
	Marine Services On-Line website			40,000				80		
Treasury Board of Canada, Secretariat										
No	Information on the Management of the Federal Government			113,811,781		11,400				Yes
	Estimates On-Line	5	6							
	TBS Web Site Redesign	6	7							
Veterans Affairs Canada										
No	Canada Remembers	4	4	820,000			2,145,000	1,600	No	
	Community Engagement									
	National and International Memorials									
	Public Information and Research									
Western Economic Diversification Canada										
Yes	Information Sharing and Exchange Service	5	6	2,762,376		72,922	119,530	786	Yes	
	E-Centre for Research Excellence									
	E-Tools									
	Media Centre									
	Other WD and Partner Website Information									

¹ A service is deemed complete if it has reached its 2005 targeted progression level and the corresponding deliverables have been implemented. Note: The service progression model was originally implemented in 2002, and while some services at that time may have had an existing on-line presence, departments and agencies were asked to update their plans for all services in 2003. Services noted as complete may continue to mature beyond 2005.

² Some services in this table are still in the developmental stage leading towards their targets for 2005. In other cases, service features have recently been added. Both of these factors affect the reported volume of interactions through the Internet in 2004.

Transactional Services

Complete as per 2005 target?	Service & Service Component	Level of Development		Total number of clients in 2004	Percentage of clients completing transactions by channel in 2004			Phone – agent	In-person	Mail/Fax	Recent client survey (whole service)	Other means of feedback	Recent survey for the Internet channel
		2004	2005		Internet	Phone – IVR	Person						
No	Atlantic Canada Opportunities Agency Grants and Contributions Funding	8	8	22,000	70		5	10	15	Yes		No	
No	Canada Border Services Agency Customs • Commercial Customs • Traveller/Passenger Customs	8	8	92,588,099	98			2		Yes		No	
No	Canada Economic Development for Quebec Regions Financial Programs for SME • Non-profit Organisations • Small and Medium Size Enterprises	5	7	13,320	15		45	25	15	Yes		Yes	
Yes	Canada Firearms Centre Canadian Firearms Program • Applications for registration of firearms • Applications for transfer of firearms • Information change for licensed individuals • Status Query Applications – Licence and Registration	8	8	37,738 52,407 230,737 112,969					29 5	No	No	No	
No	Canada Revenue Agency Business Tax • Business Registration • Corporate Income Tax • Corporate Tax Payments • Excise and Other Levies • GST/HST • Information Returns • Information Services • Payroll Remitting and Filing • Personalized Access	7	8	417,000 1,510,607 8,450 2,250,000 1,361,000 1,500,000	44 2 6 3 20 85 24		20 2 4 13 88	9 42 4 52	27 98 100 85 80 24	Yes		Yes	
Yes	Charities • Online Information Regarding Charities Program • Online Services for Charities and General Public Use	4	4	80,838	18		52		30 100	No	No	No	
Yes	Family and Individual Benefits • Child and Family Benefits • Individual Identification Services • Information Services	7	7	12,829,161 3,000,000	16 3 27		44 62 34	2	33	Yes		Yes	
Yes	Individual Tax • Assessing and Filing Services • Assessing and Filing Services for Non-Residents • Individual Tax Payments • Information Services • Personalized Access	8	8	24,283,830 332,795 3,332,247	43 11 66 18		3 6 15 2		54 100 57 98	Yes		Yes	
Yes	Redress Services • Fairness Requests • Objection Requests	3	7	62,338	2					Yes		No	
Yes	Rulings • GST/HST Rulings • Income Tax Rulings	4	4	4,264 2,900					100 85	Yes		No	

Transactional Services

Complete as per 2005 target?	Service & Service Component	Level of Development		Total number of clients in 2004	Percentage of clients completing transactions by channel in 2004			In-person	Recent client survey (whole service)	Other means of feedback	Recent survey for the Internet channel
		2004	2005		Internet	Phone - IVR	Phone - agent				
Canadian Heritage											
Yes	Financial Support Programs	3	3	4,400			3	97		Yes	No
	• Aboriginal										
	• Arts and Culture										
	• Canada's Heritage										
	• Digital Future										
	• Multiculturalism										
	• Official Languages										
	• Sport										
	• Youth										
Canadian International Development Agency											
No	Program Delivery	7	8							No	Yes
	• Collaborative Work Space										
	• Contracting	4	4								
	• Electronic Invoice	4	4								
	• Electronic Payment	7	7								
	• Electronic Proposal Submission	7	8								
Citizenship and Immigration Canada											
Yes	Integration of Newcomers into Canadian Society	4	4	374,071			50	50		No	No
	• ICAMS - Immigration Contribution Accountability Measurement System										
	• IRPA- Immigration and Refugee Protection Act										
Yes	Protection of refugees and others in need of resettlement	3	3	36,296			99	1		No	No
No	Selection of immigrants and visitors to Canada			1,388,906			70	30		No	No
	• e-Address Change (implemented in 2001 - not currently funded)	7	7								
	• e-CAS - TB Funded (fiscal year 2001-2002, 2002-2003)	8	8								
	• e-Payment - TB funded 2002-2003	8	8								
	• e-Transactions Business Requirements - TB funded 2002-2003	3	3								
	• Informational services through the Going to Canada Cluster - TB Gateway funded	7	7								
Environment Canada											
Yes	Regulations and Permits	7	7	3,000	80			20		No	Yes
	• Environmental Emergencies (E2) plan										
	• Smart Cards										
Fisheries and Oceans Canada											
Yes	Licensing	3	3	400,000	1		99			No	Yes
	• National Recreational Fishing Licensing System										
	• Online Payment for Commercial Fishing Licences	3	3	60,000	2		98				
Foreign Affairs Canada											
No	Passport Services	6	6	2,500,000			83	17		No	No
Human Resources and Skills Development Canada											
Yes	Canada Student Loans Program	4	4	364,000				100		Yes	No
	• Financial Planning Tools	5	5								
	• Learning Planning Tools	4	4								
	• Loan Application Tools	7	7								
	• Loan Management Tools	4	4								
	• Loan Planning Tools	4	4								
	• Loan Repayment Tools	4	4								

Transactional Services

Complete as per 2005 target?	Service & Service Component	Level of Development		Total number of clients in 2004	Percentage of clients completing transactions by channel in 2003			Recent client survey (whole service)	Other means of feedback	Recent survey for the Internet channel
		2004	2005		Internet	Phone – IVR	Phone – agent			
Human Resources and Skills development Canada (continued)										
No	Employment Insurance Services for Individuals • Appli-Web • Interdec	7	9	2,840,000	70	2	18	10		No
Yes	Employment Services • Electronic Labour Exchange • Employment Benefits and Support Measures • Employment Services Funding Programs • Foreign Worker Services • Job Bank • National Labour Market Information Service • Youth Employment Strategy	3	3	42,000		35	45	20		Yes
No	Federal Mediation and Conciliation Services	6	7	4,000				100		No
Yes	Labour Transaction Services • Application for Merit Award • Employers' Annual Hazardous Occurrence Investigation Report • Employment Equity Computerized Reporting System • Safety and Health Committee report	6	6	8,500	50		40	10	Yes	No
Yes	National Homelessness Initiative (NHI)	4	4	842	36					No
No	Record of Employment on the Web (ROE Web)	9	9	30,000	5			64		No
Yes	Social Insurance Number (SIN)	5	5	1,500,000	1		90	9		No
Indian and Northern Affairs Canada										
No	Aboriginal Employment	7	9	10,000	50	10	10	30		No
Yes	Environmental Management and Protection • Contaminated Sites • Environmental Assessment • Environmental Capacity Development Initiative • Fuel Storage Tanks • Waste Sites	6	6	160	70		15	15		Yes
No	First Nations and Inuit Transfer Payments	6	6	2,000	5	60	15	20		No
No	Indian Registration / Certificate of Indian Status	7	8	145,000	80		15	5		No
Yes	Land Management	8	8	3,000	90		5	5		No
No	Northern Natural Resource Management	5	6	7,000	65	25	5	5		No
Yes	Northern Science and Technology and Circumpolar Liaison	5	7	1,000	80			20		No
Industry Canada										
No	Aboriginal Business Development Program • Approval • Assessment • eClaims • Monitoring • Statement of Intent Online (application)	7	7	650	35		15	50		Yes
No	Bankruptcy and Insolvency • E-Filing	8	8	112,000	40	5	1	54		No
Yes	Canada Small Business Financing Program (CSBF) • Loan Registration • Loan Reporting • Loans Claims Processing	3	3	800				100		Yes

Transactional Services

Complete as per 2005 target?	Service & Service Component	Level of Development		Total number of clients in 2004	Percentage of clients completing transactions by channel in 2004			Phone – agent	In-person	Mail/Fax	Recent client survey (whole service)	Other means of feedback	Recent survey for the Internet channel
		2004	2005		Internet	Phone – IVR	Phone – agent						
Industry Canada (continued)													
Yes	Canadian Intellectual Property Office	8	8	100,000	22				78	Yes		No	
	• Copyrights												
	• Industrial Designs												
	• Information Products												
	• Integrated Circuit Topographies												
	• Patents												
	• Trademarks												
Yes	Competition Bureau	7	7	55,000	15		75		10	No	Yes	Yes	
	• Advisory opinion requests for Acts												
	• CA Identification Numbers												
	• Competition Bureau Forms On-line												
	• Evidence Analysis and Litigation Support (EALS)												
	• Fees and Service Standards												
	• Internet-based Complaint/Enquiry Filing												
	• Labelling Assessment Tools												
	• Merger Pre-Notification/Advanced Ruling Certification												
	• Misleading Advertising and Labelling Guidelines												
	• Notice to Dealers												
No	Federal Economic Development Initiative in Northern Ontario (FedNor)	7	7	600	10				70	No	Yes	No	
Yes	Federal Incorporations	9	9	127,000	54				40	Yes		Yes	
	• Partnership Pilot-filings for applications under provincial programs(GOL funded)												
	• BC Partnership – single change of business address initiative												
	• Filings under the Canada Business Corporations Act												
	• Partnership – NUANS												
Yes	Filings Under the Investment Canada Act	8	8	600					100	Yes		No	
Yes	Lobbyists Remote Registration System	8	8	2,900	98		1		1	No	No	No	
Yes	Measurement Canada	7	7	2,600	30		55		15	No	No	No	
No	Radiofrequency Spectrum Licensing and Certification.	8	8	68,700	35				64	No	Yes	No	
	• GDOC												
	• SITT Gateway												
	• Spectrum Direct (GOL Pathfinder)												
No	Technology Partnerships Canada (TPC)	7	7	350					80	No	No	No	
International Trade Canada													
Yes	Export/Import Controls Systems	9	9	125	100					No	Yes	No	
No	Virtual Trade Commissioner, Electronic Client Relationship Management	5	8	80,000	70				20	Yes		No	
Justice Canada													
No	Central Registry of Divorce Proceedings	8	8	160,220					100	Yes		No	
Yes	Family Orders and Agreements Enforcement Assistance (FOAEA)	7	7	230,000	90		10			Yes		No	
Yes	Garnishment to satisfy debts	3	3	6,500					100	Yes		No	
National Defence													
Yes	Canadian Forces (CF) Recruiting	6	8	25,000	20		5		5	No	Yes	No	
Yes	Material Acquisition and Support	6	6	100	100					No	No	No	
Parks Canada Agency													
No	Parks Canada On-Line Reservation and Ticketing System	6	9	45,000	20		79		1	No	Yes	No	

Transactional Services

Complete as per 2005 target?	Service & Service Component	Level of Development		Total number of clients in 2004	Percentage of clients completing transactions by channel in 2003				Recent client survey (whole service)	Other means of feedback	Recent survey for the Internet channel
		2004	2005		Internet	Phone - IVR	Phone - agent	In-person			
Social Development Canada											
No	Canada Pension Plan										
	• Canadian Retirement Income Calculator	6	6	198,750	61			39			Yes
	• Other Streamlined CPP Benefit Applications	3	4	795,000				52			
	• Statement of Contributions On-line	9	9	568,477	46			27			
	• Streamlined CPP Retirement Application	7	9	492,618	6			47			
	• Tax Information Slips On-line	9	9	69,000	1			49			
	• View and Update - My Pension Account	8	9	727,500				46			
No	Old Age Security Pensions										No
	• Streamlined, Automated and On-line GIS Applications	3	3	300,000				40			Yes
	• Streamlined and On-line OAS Benefits	8	9	605,175	1			64			
	• Tax Information Slips On-line	9	9	69,000	1			49			
	• View and Update - My Pension Account	8	9	675,000				48			
Statistics Canada											
No	Collection										No
	• (for purposes of this template-report) - (i) the approximately 50 surveys comprising multi-year GOL-funded project	7	9								
	• (for purposes of this template-report) - (ii) the balance of approximately 350 surveys administered by STC for which an EDR option proves practical and appropriate	7	7								
Transport Canada											
No	Transportation - Licensing, Permitting, Certification Services	6	7	154,515						100	No
	• (CAWIS) Continuing Airworthiness Web Information System										
	• Aircraft Registration and Leasing (CCAR)										
	• BIRM I-Store										
	• Flight Training and Aviation Education										
Veterans Affairs Canada											
No	Pensions and Allowances, and Health Care			380,000	9			71		3	17
	• Health Care	7	7								Yes
	• Pensions and Allowance Cheques	7	7								
	• VA Benefits and Health Services On-Line (B&HSOL) Project (co-funded GOL)	6	8								
Western Economic Diversification Canada											
Yes	Grants and Contributions Funding Service	7	8	931	75			5		10	10
	• Community Futures Program (CFP)										Yes
	• Innovation and Community Investment Program (ICIP)										
	• Service Delivery Network Program (SDNP)										
	• WD Loan Investment Program (LIP)										
	• WD Partner Reporting and Performance Measurement System (RPM)										
	• Western Economic Diversification Program (WDDP)										
	• Women's Enterprise Initiative (WEI)										

¹ A service is deemed complete if it has reached its 2005 targeted progression level and the corresponding deliverables have been implemented. Note: The service progression model was originally implemented in 2002, and while some services at that time may have had an existing on-line presence, departments and agencies were asked to update their plans for all services in 2003. Services noted as complete may continue to mature beyond 2005.

³ Note that the percentage of clients completing transactions on-line is dependent on, for example, the level of on-line functionality of the service in question, as well as the date it was launched. Some services in this table are still in the developmental stage leading towards their targets for 2005. Other services have just begun to offer their clients on-line transactional capability. Both of these factors affect the reported percentages by channel in 2004. It is also important to note that the percentage distribution across channels is from the client's perspective. In some instances, therefore, transactions reported as done through the in-person channel involve the transfer of data to departments and agencies electronically, thus capturing the benefits of this channel; an example of this would be payments remitted at a client's financial institution.