



Government  
of Canada

Gouvernement  
du Canada

# Government On-Line

2006

Canada

Note: Web sites and links found in this report are current as of  
December 23, 2005

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## From Government On-Line toward Harnessing the Full Potential of Information Technology



On behalf of all the partners who worked collectively on the Government On-Line initiative, I am very proud to declare mission accomplished. The goal of the Government of Canada of making the 130 most commonly used services available on-line, anywhere, anytime, and in both official languages has been achieved.

Government On-Line is one of Canada's real success stories. Canadians, Canadian businesses, and international clients have wholeheartedly adopted web-based services and continue to give them high marks for value.

The success of the Government On-Line initiative is the result of the combined efforts of 34 departments and agencies across government, including Public Works and Government Services Canada and the Treasury Board Secretariat, who have worked together, as well as with private sector partners and other levels of government, to make these innovative services possible. This initiative could not have been the success we know today without the participation of all. A true demonstration that the Government of Canada can bring together talent, leadership, vision and commitment to offer better, quicker and more efficient services to Canadians. I want to take this opportunity to express my appreciation to all of those who worked on the initiative.

During this journey, we broke new ground, we approached service from a whole new perspective, we took risks, but we were confident that we were on the right track. We were leaders, using technology to create real innovation.

Canada's client-centric and whole-of-government approach to on-line service delivery is recognized around the world. In fact, Accenture named Canada as the leader in e-government service delivery for five consecutive

years. Numerous countries are looking at Canada's accomplishments and seeking its expertise about on-line service delivery in a governmental environment.

The outcome of the Government On-Line initiative is a robust foundation for greater service transformation, for the way forward. Collectively, we have the expertise to help make government more responsive, more innovative, and more accountable. Time has come to move ahead, and build on the lessons learned from the Government On-Line initiative. Time has come to think about the next step in our agenda and to provide even better service to Canadian individuals, businesses and international clients.

This final report is by no means an end to innovation for the Government of Canada. In fact, as the Government On-line initiative is sunsetting, a new phase of consolidation and efficiency is set to begin. This furthering agenda points at the horizon, looking for innovative ways to deliver integrated services over all channels and jurisdictions. Our forward goal is to deliver services smarter, faster and at a reduced cost. We will continue the journey to improve how the Government of Canada does business for greater client satisfaction.

I trust you will find this overview of the Government On-Line initiative undertaken by the Government of Canada from 1999-2006 both useful and informative.

I. David Marshall

Deputy-Minister of Public Works and  
Government Services Canada





## Government On-Line Awards

**More than 50 awards received  
between 1999 and 2006**



The Government Technology Exhibition (GTEC) is Canada's unique multifaceted learning and networking event for public sector information technology professionals. The GTEC Week showcases leading edge expertise and technology solutions across Canada, and around the world; holds a three-day conference and premier learning opportunity; and celebrates public sector success through the Distinction Awards Program and Gala.





## Participating Departments and Agencies

- A Agriculture and Agri-Food Canada  
Atlantic Canada Opportunities Agency
  
- C Canada Border Service Agency \* Canada Customs and Revenue Agency and Citizenship and Immigration Canada  
Canada Firearms Centre \* Solicitor General  
Canada Revenue Agency \* Canada Customs and Revenue Agency  
Canadian Economic Development for Quebec Regions  
Canadian Heritage  
Canadian International Development Agency  
Canadian School of Public Service \* Canada Centre for Management Development  
Citizenship and Immigration Canada
  
- E Environment Canada
  
- F Finance Canada  
Fisheries and Oceans Canada  
Foreign Affairs Canada \* Foreign Affairs and International Trade
  
- H Health Canada  
Human Resources and Skills Development Canada \* Human Resources Development Canada
  
- I Indian and Northern Affairs Canada  
Industry Canada  
International Trade Canada \* Foreign Affairs and International Trade
  
- J Justice Canada
  
- N National Defence  
Natural Resources Canada
  
- P Parks Canada \* Canadian Heritage  
Privy Council Office  
Public Safety and Emergency Preparedness Canada \* Solicitor General  
Public Service Commission of Canada  
Public Works and Government Services Canada
  
- R Royal Canadian Mounted Police
  
- S Social Development Canada \* Human Resources Development Canada  
Statistics Canada
  
- T Transport Canada  
Treasury Board of Canada Secretariat
  
- V Veterans Affairs Canada
  
- W Western Economic Diversification Canada

\* Formerly under a different name or organization.



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## Executive Summary

*The tempo of modern life in a knowledge-based economy and society means that more than ever, Canadians expect to be able to interact with their government with ease. They want convenient, accurate, quick, one-stop service access. They prefer doing simple transactions themselves but get personalized service from public servants for more complex needs. Canadians want their government to use information productively, in ways that will add value without compromising privacy, to support improved service, and to deliver better policy outcomes for their benefit.*

Thanks to Government On-Line, we are now headed in this direction — we have fundamentally changed the way the Government of Canada interacts with citizens and businesses. It all began with a vision to change the nature of the government's relationship with its citizens by using technology.

The Government On-Line initiative has succeeded in making the Canadian government the world's most connected country to its citizens. Throughout the initiative, the objectives remained focused on:

- providing clients with a more accessible government, where information and services are organized according to clients' needs, and are available 24/7 around the world, in English or French;
- delivering better and more responsive services by implementing more efficient and timely electronic services;

- building trust and confidence in on-line service delivery by ensuring that electronic transactions are protected and secure, and that personal information is safeguarded.

Two basic principles guided efforts to use the Internet to benefit Canadians, Canadian businesses and international clients:

- group information and services around clients' needs and priorities, NOT around the organization of governments;
- build partnerships among federal departments and agencies or with other levels of governments to cluster services for the benefit of clients, NOT according to jurisdictions.

*"...our goal is to be known around the world as the government most connected to its citizens, with Canadians able to access all government information and services on-line at the time and place of their choosing."<sup>(1)</sup>*



The Government On-Line initiative allowed 34 departments and agencies to:

- accelerate the design and on-line delivery of 130 of the most commonly used services;
- fundamentally re-think how they used the e-channel to provide information and services to clients;
- collaborate to offer “no wrong door” access to government services;
- share experiences, approaches, learning and tools while becoming more client-centric;
- build a secure and robust electronic infrastructure capable of expanding to support steadily more sophisticated on-line transactions in the future.

It also allowed important policy-related work to be undertaken to fundamentally transform the ways in which government interacts with citizens.

For the past five years, Accenture’s independent assessments have ranked Canada number one for e-government in the world. Released in April 2005, the latest Accenture study <sup>(28)</sup> cited the Government of Canada’s leadership in customer service and its significant efforts in informing and educating citizens about its offerings as a reason for Canada’s continued success. Today, countries look to Canada’s leadership and accomplishments

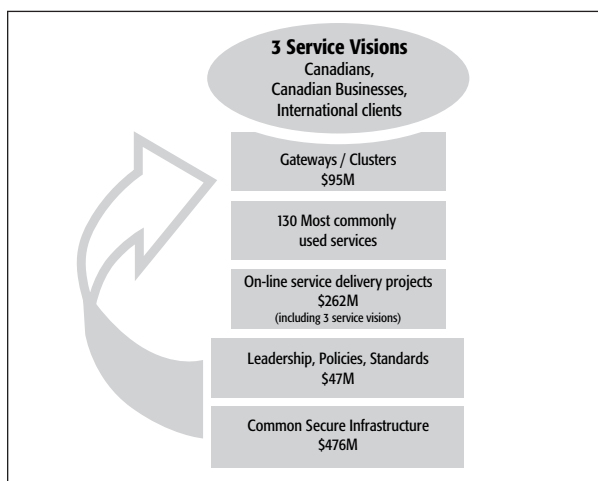
in implementing electronic service delivery.

With strategic use of limited funds, the Government On-Line initiative has been a catalyst for change to improve government services and multi-channel service delivery.

An investment totalling \$880 million was provided for the Government On-Line initiative over six years to help accelerate the development of on-line services. Departments, agencies and other partners also invested their own funds, which resulted in improved service delivery of many programs through the Internet to individuals and businesses. Client benefits include a significant reduction in compliance costs for businesses, simplified transactions, improved access and more timely service. Departments and agencies also benefit through improved productivity and efficiency gains through the re-use of solutions where applicable or use of common solutions. This can also be seen at the government-wide level in better coordination and linkages amongst federal programs, as well as with programs in other levels of government.

Everyone involved in this initiative took a “whole-of-government” approach, working in partnership, to break down silos instead of focussing solely on their project, program or organization. The horizontal approach so vital to this initiative had to live and function in the vertical world of government authorities and processes, thus requiring strong leadership at all levels. It represented a considerable culture shift making the initiative a catalyst of change.

A governance structure of committees was established in response to the changing needs of e-government, and to address potential high-level risks that required the attention of senior management at the appropriate level. Guided by horizontal governance at the deputy minister level, the Government On-Line Office has played a strong leadership role in maintaining momentum and consistency through uncharted paths. Creativity,



Government On-Line Initiative

partnership, teamwork and cooperation were the basic principles of the Government On-Line community.

A great emphasis was placed on polling and focus group research to determine how individuals and businesses would like to see government information structured and grouped based on their needs and preferences. This led to the creation of a series of subject and audience portals ensuring “no wrong door” for users and to the implementation of more “joined-up” services.

On-going collaboration and partnership were key success factors in developing and implementing integrated and common solutions that spanned across departments and often jurisdictions in order to provide a better service for clients. This required continuous monitoring of the development of services and projects and pro-active problem resolution to mitigate risks. At every stage, a collective effort was critical to meet client expectations and deliver “whole-of-government” solutions while aiming to provide efficient, reliable, and responsive services to citizens, not only on-line but also across all delivery channels.

The significant and increasing use of on-line services by citizens and businesses today demonstrates the success of the initiative. In 2005, 130 of the most commonly used services were available on-line complementing the more traditional service delivery channels (in-person, telephone, mail). Seventy-one percent of Internet users visited a government of Canada Web site in the last twelve months and reported a high level of satisfaction. All interactions with the Government of Canada went from approximately 470 million in 2001 to almost 1.1 billion in 2005. On-line transactions now account for 30% of all transactions. Canadians, businesses and international clients access many services on-line, anytime, anywhere and in both official languages. The expectations of Canadians are being met. This can be seen from the increasing use of the on-line channel and from departmental survey data showing that 94% of

on-line users are satisfied with the service.

At the core of on-line service delivery is the Secure Channel, which provides Canadians with trust and confidence in client security and privacy on-line, and provides a common infrastructure to departments and agencies. Because of the expertise Canada has developed, it is now recognized as a world leader in protecting citizens’ privacy. Policies are now in place to ensure that:

- all services have a common look and feel;
- access is available to persons with disabilities;
- privacy issues are addressed;
- information is managed effectively to ensure quality;
- a human resources management model supports managers and specialists in information management, information technology and service delivery.

Over the course of Government On-Line, the government has developed a much deeper understanding of how best to use the electronic channel as the enabler for multi-channel service improvement. A mature service transformation agenda has emerged through Government On-Line funded activities. This agenda now spans a common, robust and sophisticated electronic infrastructure capable of supporting complex transactions in real time; the development of internal services offered by shared services organizations; and a one-stop service access for Canadians to information and services provided by a multitude of different departments and agencies through the newly created Service Canada. While the Government On-Line initiative sunsets in 2006, its legacy is the foundation for the future — enabling the transformation of government services.

This report contains three sections, which document the activities undertaken through the Government On-Line initiative from 1999 until 2006:

- The first reports on the progress achieved, guided by public opinion research, to improve accessibility, increase service responsiveness, build trust and confidence in e-services, and pursue an integrated multi-channel service delivery model.
- The second describes the critical building blocks (i.e. modules) that underpin the

government's current state of service transformation readiness, namely international collaboration, inter-jurisdictional partnerships, client-centric gateways and clusters, common secure infrastructure, coordinated leadership and management, and foundational policies.

- The third contains appendices on the allocation of central funds, the 130 most commonly used services that are now on-line, and a bibliography of key documents.

## Mission Accomplished

From the **Yukon**, about the Internet and the Public Library: "The White Horse Public Library is open ... for a total of 71 hours [per week]. In all these hours, our two public-access Internet terminals are always busy."

From **British Columbia**, about the Business Intelligence Products – Strategis: "You have a fantastic site. I use it everyday."

From the **Northwest Territories**, about the Iqualuit Internet-service-provider: "We opened late in 1995 with 30 subscribers and now we have over 800."

From **Alberta**, about Radiofrequency Spectrum Licensing: "I absolutely need Spectrum Direct to do my job."

From **Saskatchewan**, about RésEAU. "This is a great site."

From **Manitoba**, about the e-filing for Bankruptcy and Insolvency service: "I would recommend other firms jump into E-Filing. I look forward to being able to file all of our files this way."

From **Nunavut**, about the Telehealth service: "Ikajuruti Inungnik Ungasiktumi - a tool to help people who are far away."

From **Quebec**, about the Community, Contract and Aboriginal Policing site: "It is an excellent site for youth and parents. I learned a lot while reading your fact sheets and articles."

From **Ontario**, about the Business Tax site: "Another significant improvement [is] the accelerated use of world-wide Web... Such an approach is a vast improvement over the days when we had to phone or mail a request for forms..."

From **Newfoundland**, about the Health Promotion service: "Thanks to your wonderful website not only I have found out that I have XX [condition removed] but I found it quick enough to treat it and cure it. Thanks again!"

From **New Brunswick**, about the digitalization of shipbuilding history material: "A companion benefit will be found in developing talents of young adults who have been hired for this work."

From **Prince Edward Island**, about MERX: "This represents a great forum to gain access to our Federal Government. Great work!"

From **Nova Scotia**, about the Canadian Military History Gateway: "A fantastic site! Well done! Will use it for my history classes."

## Making Services More Accessible

*The Government On-Line initiative strived to ensure maximum accessibility to informational and transactional services. By its nature, the Internet offers 24/7 access to citizens in urban and rural areas. It gives them the choice of when, where and how services and information can be accessed, and provides them with tools and resources to help them find information quickly. However, the government understood that accessibility meant more than ensuring Canadians could connect when and where they chose; it was about overcoming barriers, adding value for clients and getting Canadians engaged.*

### Overcoming the Organizational Barrier

One of the driving forces behind Government On-Line is to provide services to clients while removing the burden of understanding how government works. The Government On-Line initiative made great progress in this regard by clustering services, implementing a “no wrong door” approach, and adopting navigation standards.

#### Clustering

The underlying principle of clustering is to lead users to seamless services by first aggregating, and then organizing, information in ways that resonate with their situational needs and expectations.

#### Clients Speak – Clustering

Recent studies found that Canadians prefer Web site information to be organized by subject matter or topic. For instance, a 2005 survey<sup>(7)</sup> of Internet users revealed that most respondents preferred information organized by subject (85%), followed by life event (70%), department (70%), functional category (64%), location (54%), and audience (51%). Regarding usefulness, a survey<sup>(8)</sup> conducted on the Canadians Gateway reported that 81% felt that the ‘By Subject’ method was useful, followed by ‘By Life Events’ (57%). Other studies supported this finding, highlighting the view that Website users valued the presentation of main topics, followed by more detailed sub-topics, because this organization is familiar to them and easy to use. Another study<sup>(4)</sup> suggested that information organized by subject or topic reflected the mental framework of many users and covered the broadest range of situations.

In 1999, the Canada Site linked to more than 450 federal Web sites. The site was a “land of links” leading to multiple sites that had different designs and navigation features. As a result, information was fragmented and scattered.

## Canada.gc.ca

*From a land of links (1999)...  
to client-focused e-services (2006)*



In 2001, the redesigned Government of Canada main Web site was launched, introducing a more citizen-centred approach to on-line service delivery.

## “No Wrong Door”

One of the defining characteristics of the Web is that multiple pathways lead to the same information or service. When the pathways lead to a unique authoritative source, this is called the “no wrong door” approach.

## Clients Speak – “No Wrong Door”

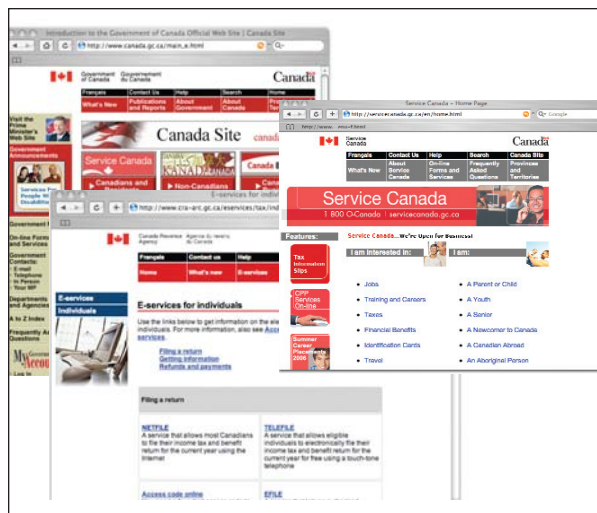
Many studies found the “no wrong door” approach to be the most favoured feature of Web sites. Recent studies showed that Canadians now expect to find multiple organizational approaches incorporated into government Web sites. Qualitative studies also validated the effectiveness of the “no wrong door” approach, demonstrating that users approach specific information searches by taking different paths, such as using information clustered by topic or audience, Departments and Agencies links, the A-Z Index, among other methods.

The Canadians and Residents Gateway (<http://servicecanada.gc.ca/en/home.html>) provides “no wrong door” access to everyday services such as Jobs. For example, youths looking for jobs can select the “I am: A Youth” or “I am interested in: Jobs” or “... Training and Careers” or “How do I find a job” under the Frequently Asked Questions, or search “Jobs” in the A-Z Index or in the search engine. They will be successful in their search regardless of where they begin.

The other two gateways have also adopted this approach. The Non-Canadians Gateway ([http://canadainternational.gc.ca/ci/main\\_menu-en.aspx](http://canadainternational.gc.ca/ci/main_menu-en.aspx)) provides a single window to information and services about doing business with, visiting, working in, or studying in Canada. The Business Gateway (<http://canadabusiness.gc.ca/gol/cbec/site.nsf/en/index.html>) offers a single point of entry to information and services required over the life cycle of a business, including the 10 services most requested by businesses.

## Easy Navigation

Navigation is another important aspect of Web sites. The Government of Canada has defined a set of standards known as the “Common Look and Feel”<sup>(13)</sup>, which ensures consistency in visual and functional design elements, such as top and side menu bars, and federal identifiers across its sites.



## Clients Speak – Easy Sail!

Canadians consistently expressed their strong preference for Web sites that are intuitive and easy to use. One survey<sup>(7)</sup> found that consistent navigation on government sites was one of the most important elements to 82% of Canadians and 87% of business Internet users. Other key elements included organization and structure. As well, aids such as menus and links also contributed to Canadians' navigational ease in government Web sites.

While specific preferences varied somewhat over the years, the importance Canadians attribute to top or left-side menus as navigational aids remains constant. Despite a lack of consensus about the priority attributed to each type of menu, it is clear that the top and left-side menu bars are among the first features users notice and use on Government of Canada Web sites. This is where they expect to find 'standard' items.

The "Canada" wordmark, common design elements and navigation standards make official government Web sites easily recognizable.

On a related topic, search engines were improved to make Government of Canada Web sites more effective for clients who routinely used searches to find information. For example, focus testers for the "Heroes Remember" site (<http://www.vac-acc.gc.ca/remembers/>) appreciated the Search function, which helped them when the site experienced increased traffic during the summer 2005 commemorations for World War II.



"I really like the site [Heroes Remember], the method of searching for stories is excellent and the layout is easy to navigate."

"Searching is easy and fast."

"The search options are well done."

## Overcoming the Technical Barrier

A key principle of Web accessibility is designing Web sites and software that can meet different user needs. The government developed alternative versions of its main Web site, so that clients could access [www.canada.gc.ca](http://www.canada.gc.ca) regardless of their equipment (older technology or special devices) or connection type (dial-up, broadband or wireless).

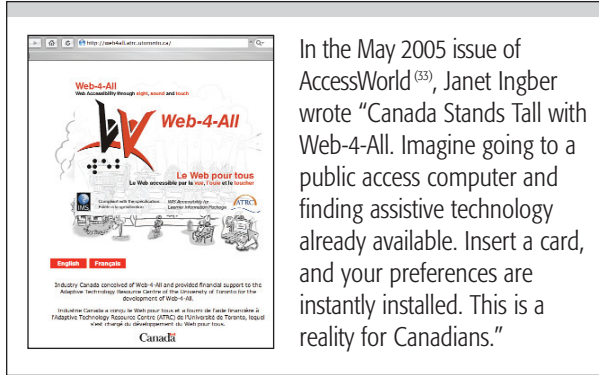
### Clients Speak – Ease of Access for All

Comparatively few studies have addressed accessibility issues for clients with disabilities. One study<sup>(4)</sup> found that people who require special software to access the Internet had problems when accessing Government of Canada information and services on-line. This included difficulty viewing PDF files, flash applications, JPG graphics, and problems with colour contrast, fonts, and bold text. Clients using devices such as cellular phones (with limited display space) experienced the same problems.

## Welcome Special Users!

A good example of the efforts made by the Government On-Line initiative to enhance accessibility is the Persons With Disabilities Cluster ([www.pwd-online.ca](http://www.pwd-online.ca)). The current version of this portal emphasizes access to travel, health, jobs, training, assistive technology links, mapping for the visually impaired, and links to federal government disability information.

The cluster provides a number of services based on the Web-4-All package developed for Industry Canada by the Adaptive Technology Resource Centre, of the University of Toronto. The customizable computer interface is based on universal design principles that ensure seniors, new Canadians, and people with disabilities or literacy challenges can access services and information on the Web. They can select, save, and set their own interface preferences, using a smart card that automatically configures a suite of assistive software and hardware.



In the May 2005 issue of AccessWorld<sup>(53)</sup>, Janet Ingber wrote “Canada Stands Tall with Web-4-All. Imagine going to a public access computer and finding assistive technology already available. Insert a card, and your preferences are instantly installed. This is a reality for Canadians.”

Lawrence Euteneier, of Industry Canada, won the Head of Public Service Award in 2003 for his contribution to improved client service. Mr. Euteneier was the Manager of the department’s Web Accessibility Office and is blind.

It is worth noting that Seniors Canada On-Line was the first Government of Canada site to offer an “increase font size” feature. This has consistently received positive responses in client surveys and was adopted by other Government On-Line cluster sites.

### Connecting on the Go? No Problem!



Another good example of “making technology work” for clients is the Wireless Portal. It is a quick and easy, single point of access to selected government information and services. Clients can access

wap.gc.ca or www.gc.ca using mobile Web-enabled devices such as cellular phones or personal digital assistants.

The services offered by the Wireless Portal include contact information for Members of Parliament, border wait times, government news, economic indicators, exchange rates, currency converter, hurricane and tropical storm information, toll-free numbers for Canada Business service centres, telephone numbers of federal public servants, 1 800 O-Canada international toll free numbers, and Passport Office locations.

The evolution of the Wireless Portal was driven by public opinion research, e-mail feedback from users, industry standards and input from the interdepartmental Wireless Working Group. A dialogue on strategies and approaches for wireless service delivery has begun with certain provinces and international government representatives. More information can be found at [http://www.gc.ca/mobile/wireless\\_e.html](http://www.gc.ca/mobile/wireless_e.html).

## Overcoming the Language Barrier

Early on, the Government On-Line initiative faced hurdles regarding the quality of the French language on various sites. This propelled the Government On-Line initiative to become a vehicle to reinforce the bilingual character of Canada nationally and internationally. Its achievements were praised by the Canadian Commissioner of Official Languages, by Canadians according to a survey<sup>(21)</sup>, and commended in a United Nations study<sup>(43)</sup>.

Dr. Dyane Adam, the Commissioner of Official Languages, indicated in a study<sup>(10)</sup> released on September 13, 2005, that the Government of Canada’s efforts to provide information in English and in French on its Web sites resulted in significant progress. She drew attention to the major accomplishments of the Government On-Line initiative pointing out that “...Government Web sites are full of useful information in both official languages”.<sup>(5)</sup>



Her assessment is supported by a poll<sup>(21)</sup> of 2,500 Canadian Internet users who say official language selection for government services is possible 'all the time' or 'most of the time' (92%) over the Internet.

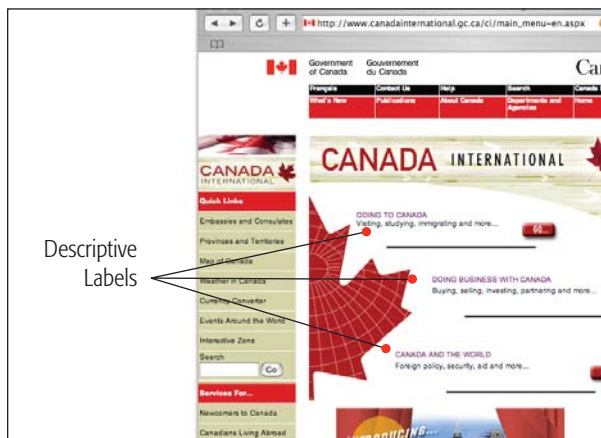
The 2004 United Nations Global e-Government Readiness Report entitled Towards Access for Opportunity<sup>(43)</sup> stated:

“Canada is an example of a best practice approach for multilingual on-line information illustrated on its national site which offers mirror pages in English and French.”

#### Clients Speak – Plain Language in English and French

Feedback from Canadians included requests for the use of plain language and for descriptive and intuitive Web site titles and labels. Many qualitative studies found Web site users preferred that short descriptions be included with links and labels, and that brief summaries be provided for items located within topic links. This allowed visitors to understand the primary focus of a topic, eliminating “trial and error navigation”.

Clients were in fact indicating that language barriers include the use of jargon. Periodically the Canada Site is reviewed to ensure its language is accessible to users of all literacy levels, and that descriptive labels further explain topics.



We continue to strive to improve the language aspect on Government of Canada Web sites to offer the best possible services.

## Increased Access is Value for Taxpayers

Information is a valuable asset that the Government of Canada manages as a public trust on behalf of Canadians. When information is simplified, it promotes knowledge sharing.

For example, to find out “where your tax dollar goes” or about “tax point transfers” to the provinces and territories, click on <http://www.fin.gc.ca/access/fedprove.html>. This shows how complex financial information can be presented simply by using multi-media.

Another example of added value brought by readily available information is the enormous effort made by departments researching environment- and natural resources-related topics. They offer an array of information-rich Web sites and succeed in presenting it in a user-friendly manner. To get information on mines and resource-dependent communities, click on <http://mmsd1.mms.nrcan.gc.ca/maps/>. To learn more about forest ecosystems, visit [http://www.cfl.scf.nrcan.gc.ca/ecosys/home\\_e.html](http://www.cfl.scf.nrcan.gc.ca/ecosys/home_e.html). To find tips on how to reduce energy use, visit <http://oee.nrcan.gc.ca/english/index.cfm>. To look up facts about Canada, use the atlas at <http://atlas.gc.ca>. To learn about fresh water, do not miss RésEau at <http://map.ns.ec.gc.ca/reseau/en/>. RésEau attracted the attention of national and international audiences, particularly teachers who praised the structure and quality of the information.

**From Dubai:** “This is a fantastic resource for education!”

**From India:** “Very informative site.”

**From Quebec:** “Merci, votre site m’aide beaucoup dans mon travail d’enseignant.”

**From Ontario:** “We need to teach students to conserve resources. Thanks for your work and assistance.”

## Increased Access Stimulates Citizen Engagement

As Canadians take advantage of improved access, the possibilities to participate on-line are unlimited. For instance, citizens may express their views, or communicate with elected officials or their representative.

### A Personal Touch

The Government On-Line initiative recognized that client communities have various interests that prompt them to look for the latest Government of Canada information on specific topics. In response, Government On-Line developed “targeted offerings”. For example, some clients needed the latest news on international tax treaties; the Department of Finance made this information available by offering automatic e-mail notification of new tax treaty postings.



Other sites offer similar services. Job Alert sends a list of job openings that match search criteria, Food Recalls and Allergy Alerts warn of

food safety facts, and e-Safety Notification informs clients of new safety issues. Most Government of Canada Web sites provide information that is tailored to individual needs.

### Have your Say!

The Government of Canada is committed to finding new and innovative ways to consult with and engage Canadians. The Consultation Portal (<http://canada.gc.ca/consultations>) is a convenient way for Canadians to find out what the government is asking Canadians and to access the consultations.

A Canadian expressed his satisfaction after participating in an eDiscussion forum organized by Foreign Affairs:

“In conclusion, I’d like to congratulate everyone who has participated and the Department for hosting the eDiscussion. I have, as a Canadian, felt that I was largely excluded from the important decisions in this country. This eDiscussion, however, has shown me that there is an effort on the part of government to truly gather input from all sources before making important policy decisions... Thank you for letting me contribute.”

The Consulting With Canadians site gives Canadians the opportunity to participate in consultations on government affairs and policy. The site provides single-window access to a structured listing of consultations from selected government departments and agencies, a consultation calendar, and links to activities of parliamentary committees. Canadians are encouraged to have their say and to get involved by looking at some of the consultations in progress.

### Congratulations!

On request, the Prime Minister sends congratulatory letters and certificates to Canadians celebrating significant birthdays or wedding anniversaries. Congratulatory messages are available for 25th, 30th, 35th, 40th, 45th, and 50th wedding anniversaries and up, as well as for 65th, 70th, 75th birthdays and up. To request letters and certificates, click on <http://www.pm.gc.ca/eng/contact.asp>. Here is a testimony from a couple in Ontario about how they felt after receiving such a message:

“My wife and I were tickled pink to receive our 25th Anniversary Certificate from the Prime Minister. Thank you very much for the speed with which you processed our request. It is already in a frame and on the wall. We hope we can get another one in another 25 years. Thanks again.”

## Offering Better and More Responsive Services

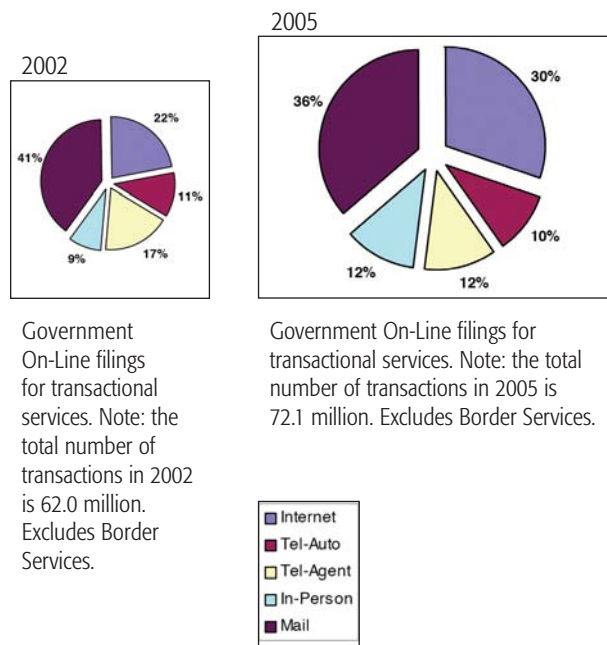
*Better and more responsive services are those services that save clients time or money, simplify interactions with government, or offer better information leading to individual or business opportunities. Through its commitment to “re-think” its services, instead of simply automating its existing programs, the Government of Canada has given Canadians a choice of service delivery options, better service quality and more efficient service delivery.*

The most commonly used informational (63) and transactional (67) services are on-line. In 2003, target service maturity levels, that is, the range of available functionalities, were set for each of the 130 services. The average functionality target level for 2005 was set at 6.4. **The average now exceeds the target at 6.5.** For more information on services, refer to Appendix B.

The share of transactions completed over the Web grew from 22% in 2002 to 30% in 2005.

This increase shows that Canadians are satisfied with on-line offerings and value the Internet as a service delivery channel because of its accessibility, speed, access to large amounts of information, and overall convenience. Many studies have revealed strong satisfaction ratings and positive assessments of government on-line services and Web sites.

**% of Transactions Completed by Channel**



Category	Number of Services	Average (weighted) Maturity Level
Canadians and Residents	85	6.2
Business	33	7.2
Non-Canadians	5	5.9
Internal to Government	7	7.2
TOTAL	130	6.5

## Efficiency!

Turnaround times for on-line transactions are quicker and responses to information requests are faster. Therefore, individuals, businesses and governments can free up resources and time to concentrate on more value-added activities. As well, using this self-serve channel reduces administrative errors and delivers services more effectively.

### Clients Speak – On-Line Services Save Time

Canadians identified costs and time saved as significant benefits of Government of Canada on-line information and services. Qualitative studies found that Web site users saw government on-line services as fast, convenient, easy to access, always available, and less time-consuming compared to in-person or telephone service. As well, a panel survey<sup>(20)</sup> indicated that a majority of Internet users believes that the Government On-Line initiative resulted in faster service and that it represented good value in terms of tax dollars spent. In another panel survey<sup>(17)</sup>, 58% said timesaving was the most important benefit of on-line services.

### Reducing Time



Passport On-Line saves applicants' time while improving internal processes. Officially launched on May 9, 2005, Passport On-Line ([http://www.pptc.gc.ca/menu\\_e.asp](http://www.pptc.gc.ca/menu_e.asp))

was designed to facilitate the passport application process by allowing Canadian citizens – 16 years of age and older, living in Canada – to complete a passport application form on-line. Applicants can choose to print and submit the form, along with documents supporting their citizenship and identity, guarantor signature and photos, by mail or in person at a Passport Canada office or a Receiving Agent.

"This initiative represents another example of Passport Canada's efforts to ensure that Canadians have better and quicker access to our services and products," said Doreen Steidle, Chief Executive Officer of Passport Canada. "We believe that this initiative responds to Canadians' desire to have access to key government services on-line, while using secure channels that ensure their personal data and privacy are protected," she added.

The use of the interactive passport application helps limit omissions and errors that are frequently seen by Passport Canada examiners, thus reducing the waiting time when submitting an application, for both the applicant and Passport Canada. The information submitted using Passport On-Line is stored on Passport Canada's secure server and retrieved when the application is received, ensuring quicker service. Passport Canada ensures that personal data contained in the on-line application form is protected, by using one of the most secure forms of encryption available where the priority is securing personal information.

### Reducing costs

Businesses can also save time and money when filing their records of employment on-line, using the Secure Channel authentication service on the Human Resources and Skills Development Canada Web site. According to Bell Canada, when the service is fully deployed, Canadian employers could potentially save a large portion of the estimated \$300 million spent annually by businesses to prepare their records of employment. By filing records of employment on-line, one employer processed 900 records in 45 minutes at a cost of \$10.50, compared to 150 hours and \$3,150 using the paper-based process. More than 6,000 employers currently use the Web-based service, which is available to all businesses.

### Seamless Interactions

Simplified government interaction is a true benefit of on-line service delivery. Clients have to complete fewer steps to receive a service and the number of organizations that they have to contact is reduced. The bundling of related components only available through the Web also helps facilitate transactions.

## Clients Speak – Make Interaction with Government Simple

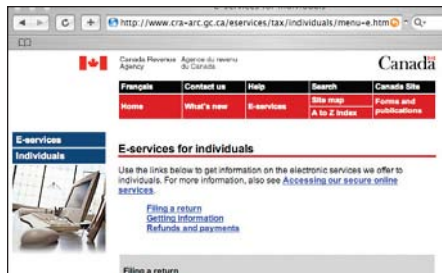
Research suggests that Canadians have high expectations for Government of Canada on-line services. Studies reported that Canadians expect more efficient means to seamlessly interact with government across all levels, and they provided feedback on how this could be achieved.

The most frequent suggestion is the inclusion of inter-jurisdictional information to existing Government of Canada Web sites. Quite often, Canadians are not sure which government – federal, provincial/territorial or municipal – is responsible for the information or service they require. Many studies found that Canadians prefer links relevant to a given subject that access all levels of government. For example, an on-line survey<sup>(20)</sup> reported that 85% of respondents felt that the Government of Canada should partner with other levels of government to integrate services offered. Some requested inter-jurisdictional information to ensure that they obtain a complete and accurate view of a topic. Another survey<sup>(17)</sup> said that 79% would be interested in accessing provincial information and 69% municipal information.

## Simplified Interaction with the Government of Canada

NetFile (<http://www.netfile.gc.ca/menu-e.html>), the Canada Revenue Agency's electronic individual tax return filing service, is a well-known example of simplified interaction with government. The Agency has been on the Web since 1999 and it has played a crucial role within the federal government in delivering e-services.

The use of NetFile for the electronic filing of individual returns rose from 31% of all returns filed in 2000, to 47% in 2004. First-time users are particularly appreciative of the service as it is quick and requires no special skills or knowledge. On average, it takes just two weeks to get a refund.



"I just want to let you know how pleased I am with NetFile. This is the first year that I have filed electronically using NetFile and I cannot believe how easy it was to understand, prepare and file my family's returns. I know that that electronic infrastructure must be enormous – but whatever time and money you have invested into this program – it has paid off, at least from my perspective, in complete 'customer' satisfaction. We received our returns within about 10 days of filing. Amazing! Once again thank you so much for this innovation – it is new services such as NetFile which are tangible evidence of your commitment to improved public service and performance."

The Agency has also been pro-active in publishing right of appeals information on their Web site. It resulted in an increase in awareness, from 69% in 2000 to 74% in 2004.

## Simplified Interactions with GOVERNMENTS

The Government On-Line initiative encouraged innovation (with risk integration strategies in place) as part of its process to expand learning and transformative processes, particularly between jurisdictions. This approach encouraged team problem solving when challenges arose in delivering joined-up services.



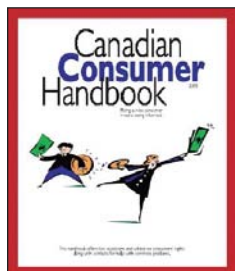
One experiment led by Industry Canada is ongoing. It started in 2003, with subject matter experts from federal departments and agencies, two Ontario ministries, and the Region and Municipality of Halton analyzing services to entrepreneurs opening a new restaurant. The 20 participants identified a total of 81 services required, including 31 different permits necessary to start a new restaurant. They contributed 250 ideas for improving government service to this client group, which they subsequently whittled down to a highly promising opportunity — to initiate client access automatically to all services in all jurisdictions where some form of registration for permits or licences is required. The result was BizPal. Several provinces have agreed to participate in its implementation and the Web solution is under development. BizPal demonstrated how

partners and the integration of governments' services could vastly improve access to the right services at the right time, improve the client service experience, and enhance compliance.

Another example is Industry Canada's Canadian Consumer Information Gateway (<http://consumerinformation.ca/>), which offers



Canadian consumers a single, central entry to information and services. The Gateway is a groundbreaking strategic partnership between more than 400 federal departments and agencies, provincial and territorial ministries and non-governmental organizations.



In response to user demands, the Gateway contains everything from lists of product and food recalls, and alerts on the latest consumer scams and frauds, to a wide array of interactive financial calculators that can help clients decide which

credit card is right for them or whether they should buy or lease their next vehicle. It also offers tips on how to handle various situations such as shopping on-line, investing, dealing with telemarketers or door-to-door sales people, renovation contractors, car repairs and much more. The Canadian Consumer Handbook can be found at [http://strategis.ic.gc.ca/epic/internet/inoca-bc.nsf/en/h\\_ca02058e.html](http://strategis.ic.gc.ca/epic/internet/inoca-bc.nsf/en/h_ca02058e.html).

## Information as an Asset to Decision Making

Quick access to information can help individuals and businesses make more informed decisions in less time, potentially increasing their opportunities.

### Clients Speak – Government Web Sites Are a Good Source of Information

A majority of on-line Canadians said that they access the Internet first for government service, followed by the telephone. Qualitative research<sup>(1)</sup> supports this finding, revealing that participants considered the Internet to be the best, or one of the best, ways to find information – especially government information. In addition, 72% of Internet users were satisfied with the government Web site they most recently visited, and even more (76%) said that they got what they needed from the site<sup>(17)</sup>.

In a panel survey<sup>(7)</sup>, 57% of Internet users said their most recent service interaction involved obtaining information. In addition, a number of studies confirmed that the Internet is an information channel that people are relying on for diverse types of content. Canadians appear to visit Government of Canada Web sites most often for information on jobs, taxes, and government, including contact information. Secondary content areas of interest tend to be law, education, programs and services, forms, and publications.

Studies also suggest that Web site users perceive on-line government information to be more current than that available in offices or by phone. Confirming this finding, a panel survey<sup>(21)</sup> found that 45% of users believe that the most accurate and up-to-date information is provided by Government of Canada Web sites, 27% that it is provided from government offices, 21% that it is provided over the telephone, and 7% that it is provided through printed documents. Qualitative studies report that visitors to government sites consistently believe that the Web sites are useful and present extensive and high-quality information.



An example of information as an asset to decision-making is Agriculture and Agri-Food Canada, the Canadian Commercial Corporation, Export Development Canada and Heritage Canada partnering with the Canadian Trade Commissioner Service (<http://www.infoexport.gc.ca/ie-en/login.jsp>) to expand the on-line Virtual Trade Commissioner for Canadian Exporters tool kit. This free, password-protected Web site provides customized market information, business leads, and now, a quick entry to Export Development Canada's trade finance and risk management tools as well as service offerings from Agriculture and Agri-Food Canada, the Canadian Commercial Corporation and Heritage Canada.

In Public Works and Government Services Canada's January 2005 issue of PKI International Scan<sup>(6)</sup>, Export Development Canada's Vice-President of Small Business Services, Suzanne Morris said: "Canadian exporters who use this site can gain immediate access to trade finance services that are relevant to their particular international deal, whether that means doing a credit check on a potential foreign buyer, or getting a quick quote on credit insurance for a single transaction or multiple exports. Canadian business can use the Virtual Trade Commissioner to conveniently keep up to date on market reports, business news, trade events, business leads and trade finance services that match their international business activities and interests."



Another example is the Canada e-Book. Information is Statistics Canada's business. The department's mission is to "collect, compile, analyze, abstract and publish statistical

information relating to the commercial, industrial, financial, social, economic and general activities and condition" of the people of Canada. Statistics Canada serves businesses, labour unions, academic institutions, the media, the general public, and all levels of government, and it has always been concerned with delivering quality information services cost-effectively, to the widest audience possible. The Canada e-Book uses sound, images, tables, graphs, and analytical and descriptive text to look at Canada — The Land, The People, The Economy and The State. To view the e-Book, click on [http://142.206.72.67/r000\\_e.htm](http://142.206.72.67/r000_e.htm).

The Internet has emerged as the primary distribution channel for Statistics Canada, enabling the Agency to make more data available to more Canadians more quickly and easily than ever before. Statistics Canada's Web site is among the most frequently accessed sites in all of government: on average, there are more than 1.2 million visits each month to the site, with over 9 million 'page views'. The Web site features a wide array of diverse data, information and services. Its ongoing development is based on regular feedback from Canadians using the site.

The Government of Canada takes full advantage of the Web to present Canadians, Canadian businesses and international clients with interesting up-to-date information at the click of the mouse.





## Building Trust and Confidence

*The Government of Canada recognized from the beginning that citizens demand that their government be a model in giving accurate information, protecting individual privacy on-line, and ensuring transactions are secure. Their use of governmental on-line services largely depends on their perception of how well the government achieved this.*

### Trusted and Timely Information

Canadians need timely information on topics as diverse as legislation and travelling. For example, changes to statutes and regulations are now available in days instead of months, at <http://laws.justice.gc.ca/en/>. The Transport Canada site [www.tc.gc.ca](http://www.tc.gc.ca) offers tips on travelling by air, train, boat or car.

#### Clients Speak – Accurate and Reliable Information is Key!

In a qualitative study<sup>(8)</sup>, clients expressed confidence in the quality and relevance of the information posted on the Web site simply because it was a government site. They expressed the belief that the Government of Canada ensured that the information provided on its Web sites is pertinent, accurate and timely in nature.

Other studies revealed that people have a high level of trust in the information provided on government-sponsored sites. When compared to similar private sector information sources, findings from an on-line focus group<sup>(19)</sup> found that people perceived information provided by the Government of Canada to be more reliable.

In time of crisis or when a special event dominates the news, the need for timely and trusted information is greater. In such circumstances, the Canada Site becomes an information hub that Canadians readily consult. In 2004, when Canadians were looking for the latest information

on SARS, mad cow disease, or the West Nile virus, they visited the Canada Site. On December 26, 2004, when the tsunami hit Indonesia, information was posted on the Canada Site the same day.

### Protection of Personal Information

While Canadians trust the information posted on government Web sites, they are primarily concerned with protecting their personal information when dealing with the government on-line. The fundamental premise that individuals have the right to control the collection, use, and disclosure of their personal information is established in the “Code of Fair Information Practices” in the Privacy Act and in the 10 privacy principles attached to the *Personal Information Protection and Electronic Documents Act*. This premise does not automatically compel trust.

## Clients Speak – Protect our Privacy!

In a panel survey<sup>(24)</sup>, the majority of panellists were concerned about unauthorized persons accessing their personal information and their lack of control over information shared over the Internet. In this study, the respondents were asked if there were reasons why they might not use the new personalized on-line services that the Government of Canada plans to offer in the future. The top reasons for NOT using the services were hackers and identity theft (more than one-third of respondents).

Another study<sup>(7)</sup> revealed that a majority of Canadian Internet users and businesses are concerned about the following issues:

- unauthorized persons accessing their information (87% residents, 89% businesses);
- lack of control over information shared over the Internet (78% and 83%);
- sharing of their personal information between federal departments and agencies without their permission (77% and 80%);
- consolidation of their personal information into one file (62% and 68%);
- applications or forms automatically completed with information previously provided on other applications or forms (55% and 59%).

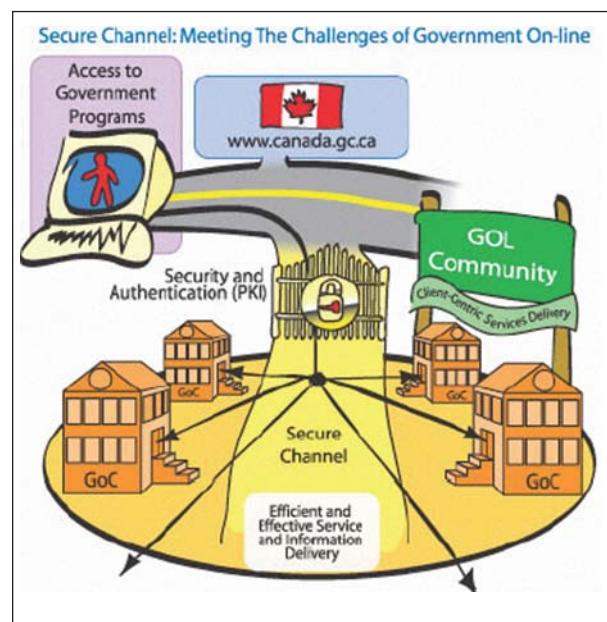


Privacytown is an online guide on the protection of privacy and personal information in the age of electronic commerce and new information technologies. The site offers information about the privacy concerns that affect citizens' everyday lives, from a visit to the doctor's office, a trip to the mall or a voyage to cyberspace.

## Secure Transactions

Canadians are not solely concerned with privacy; they also expect that the information they entrust to the Government of Canada will not be changed or accessed without their permission. The Government of Canada has built a world-leading solution called the Secure Channel to ensure on-line transactions are secure.

The Secure Channel is an electronic platform that provides a range of security solutions, including strong access controls, firewalls and encryption. It is available to all departments and agencies so that they can receive, store, exchange electronic information securely, and also identify the clients they are dealing with electronically.



## Clients Speak – Ensure Transactions Are Secure

Studies revealed that most Web site users were confident that their on-line transactions with the government were protected and secure. A majority (55%) of Internet users in a panel survey<sup>(24)</sup> said they would not allow security issues to stop them from using new, personalized on-line government services. Trust in the security of on-line transactions with government appears to be based almost entirely on the assumption that the federal government is doing everything necessary to keep Canadians' information secure.

However, findings from another panel survey<sup>(18)</sup> indicated that Canadians' understanding of how personal information is used by government and shared across departments is highly variable. The range of beliefs is as follows:

- all federal government departments have access to their personal information through special request to the department holding the information (34%);
- all departments have easy access to their personal information (31%);
- all departments have access to their personal information only with express consent (21%);
- all departments except for the one that they are dealing with are prohibited from accessing their personal information (14%).

Numerous projects and services offer secure transactions on-line enabled by the Secure Channel. Examples include:



**My Account** — My Account offers Canadians secure Internet access to a wide range of tax-related services from the Canada Revenue Agency. This concept has been cloned for My Government Account that allows a Canadian citizen to create a personalized list of services dealing with multiple government programs. Other similar personalization features are in production.

**ROE Web** — Each year, Canadian employers create eight million multiple-part Record of



Employment (ROE) forms, at considerable expense. ROE Web consists of applications that let employers create, submit, and print ROEs via the Internet, resulting in higher quality data and a more timely process.



**Passport On-Line** — This interactive application guides citizens through the passport application form. Citizens can fill and submit their application on-line, significantly reducing the error rate, thus accelerating the processing of the application. At this time, applicants can bring a printed version of the application to the Passport Canada in-person service counter reserved for citizens who apply on-line, thus drastically reducing the waiting line at the Passport Office.

**OWNERS application** — Private companies can securely submit reports regarding their status on environmental regulations using Environment Canada's One Window to National Environmental Reporting System.



## Census 2006

The Census of Population is one of Statistics Canada's most recognized and extensive surveys, which covers approximately 13.5 million households. It is crucial to the development of government policies, social programs and equalization payments. To modernize the survey, Statistics Canada and Public Works and Government Services Canada worked closely to provide an on-line option for Canadians. The team developed a new authentication service, known as Session Encryption with Automated Login, to ensure the security and privacy of Internet responses. The service provides bi-directional encryption capability for the Statistics Canada Census Internet application.

Statistics Canada and Public Works and Government Services Canada conducted a Census

test in May 2004. The test, which was a planned survey with 300,000 dwellings and 20,000 farms, was the first time citizens could use the on-line option. This test was considered extremely successful with close to 10% of the targeted population selecting the on-line option. It was concluded that, with the additional publicity that would accompany the full census in May 2006, a take-up rate of 20% could be realistically achieved.

## Individual Safety

The Government of Canada also uses the Web to publish useful information for individuals concerned about their safety.

For example, the Canadian Cyber Incident Response Centre coordinates cyber security incident response and monitors the cyber threat environment. The Centre leverages the information technology security capabilities of the federal government to provide 24/7 incident response coordination and support to critical infrastructure sectors like health, water, or energy and utilities. For more information on the Centre's activities, visit the Public Safety and Emergency Preparedness site at [www.psepc-sppcc.gc.ca](http://www.psepc-sppcc.gc.ca).



Another example is the Search and Rescue Web site ([http://www.nss.gc.ca/site/index\\_e.asp](http://www.nss.gc.ca/site/index_e.asp)) where you can view SARSCENE, the only on-line Canadian magazine on the topic. It contains prevention information compiled by subject matter experts from the federal Search and Rescue delivery departments:

- Canadian Forces (Department of National Defence);
- Canadian Coast Guard (Department of Fisheries and Oceans);

- Royal Canadian Mounted Police (Public Safety and Emergency Preparedness Canada);
- Transport Canada;
- Meteorological Service of Canada and Parks Canada (Environment Canada).

Building and maintaining the trust and confidence of citizens, businesses, and other governments with whom the Government of Canada does business is fundamental to effective service delivery on the Internet.

The government took Canadians' concerns about information reliability, public safety, protection of personal information, and security of on-line transactions seriously. Citizens can visit Government of Canada Web sites knowing that:

- the information is reliable;
- only necessary data is requested and it will not be disclosed to a third party without the citizen's consent;
- information will be processed as is, without tampering.

The Government of Canada maintains and enforces rigorous standards for all public access service channels — the Web is no exception.





## The Road Ahead

*In October 2005, Government On-Line was awarded a Gold medal by GTEC in the Enabling E-Government in Canada category. Numerous Government On-Line projects also won awards, including the centrepiece of the Government of Canada's common telecommunications infrastructure — the Secure Channel.*

*Accenture's annual study, published in April 2005<sup>(28)</sup>, cited the Government of Canada's leadership in customer service and its efforts to inform and educate citizens about its offerings as reasons for its continued success. For the fifth consecutive year, Canada ranked first out of the 22 countries surveyed for e-government maturity.*

*Looking back, we see a robust common secure infrastructure, 130 of the most commonly used services easily available through the Canada Site and its gateways, a citizen-focused engagement, and stronger interdepartmental and inter-jurisdictional partnerships. As the Government On-Line initiative sunsets, the road ahead will be challenging for departments and agencies as the work on transforming government service delivery has just begun...*

## Taking Stock

Building on the initial success of Government On-Line, it is now recognized that a deeper level of interoperability is needed to support multi-channel service transformation. While well-orchestrated on-line interfaces are critical, true transformation must include the "back-end" of government — shared and common internal-to-government services such as desktop computing, human resources management and financial administration.

To focus efforts at the service access layer and ensure that the needs of citizens and businesses drive transformation, three "service visions" have been developed collaboratively among federal departments and agencies for services to individual Canadians, businesses, and international clients.

The service visions all reflect four guiding principles: client focus, public service values, responsible spending, and managing for results. The latter principle in particular has important implications, given the whole-of-government, citizen-centred approach at the heart of the visions, and its emphasis on outcomes. The visions anticipate four main outcomes where improvements would be achieved through transformation: client satisfaction; cost savings or efficiency gains; policy outcomes or compliance; and accountability and transparency.

### 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 knowledge to participate fully in society;
- ensures services and programs are streamlined, simple, 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.

### Service Vision for International Clients

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 coordinated face to its target international clients.

## Testing the Visions

Further to the development of the three visions, Government On-Line allocated central funds to a series of projects — the catalytic projects, which drive transformation and help realize the visions by:

- driving real integration across channels, departments and jurisdictions;
- changing behaviour of government;
- significantly changing the client relationship;
- reducing steps and processes to achieve outcomes;
- reducing response time and increasing efficiencies.

Nine catalytic projects were selected and started in 2004-05. These projects, which include immediate and long-term goals, will continue to evolve over the years as the solutions advance, and inter-departmental and inter-jurisdictional partnerships expand for greater integration to provide seamless services to citizens.

## Integrated Multi-Channel Service Delivery

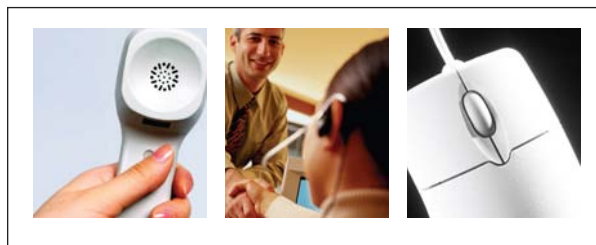
The Government On-Line initiative has laid the foundation for the successful transition to high-performance, client-centred, and multi-channel public service delivery in Canada. The three visions have been amalgamated into one Government of Canada service vision:

“World-class public services for citizens and clients in Canada through the collaborative efforts of all jurisdictions working together to advance new, innovative, seamless service approaches and knowledge”.

([http://www.tbs-sct.gc.ca/cio-dpi/2004/canada/canada05\\_e.asp](http://www.tbs-sct.gc.ca/cio-dpi/2004/canada/canada05_e.asp))

Central to this approach are:

- public opinion research projects covering a variety of topics, including how to better organize information and services provided through the Web, security and privacy, and service priorities;
- a single service delivery network operating across programs, departments and agencies, and jurisdictions.



In September 2005, Service Canada was launched. This new organization will become the “one-stop” provider of most government benefits and services to Canadians and community organizations, through a single delivery network that integrates on-line, telephone and in-person points of service. Many challenges lay on the road ahead, but the possibilities are endless...



What if Canadians and Residents could...

- receive assistance from one place, irrespective of who owned the information or services;
- resolve the majority of issues on the first contact with governments;
- receive their benefit entitlement information automatically;
- have a single view of their “accounts” and programs of assistance with governments;
- do all of the above simply and conveniently, in the official language of their choice, with the confidence that their privacy and confidentiality is guaranteed and that they can access services with assistive technologies, as required?

What if governments could increase client satisfaction by...

- integrating programs to achieve better social outcomes and thereby be truly citizen-centred;
- extending the trusted Government of Canada brand to the electronic services delivery environment;
- heightening public confidence and trust in our operations;
- realizing efficiencies and savings and thereby freeing scarce resources for other priorities;
- doing all this while expanding collaborative arrangements with other levels of government to improve service delivery?

What if businesses could...

- have a single service window on governments;
- have a single streamlined business registration or licensing process;
- report payroll information once across governments;
- have a single view of their “accounts” and regulatory requirements with governments;
- do all of the above securely, and in the official language of their choice, with relative ease, saving time, effort and money?



## Canada's World Leadership in e-Government

*The Government On-Line initiative demonstrated international leadership while building e-government. Canada is recognized as a world leader in e-government as shown by the numerous requests from foreign governments for our expert advice and by Canada's consistently high rating in various international surveys and benchmarking studies.*

### Canada's Government On-Line on the International Scene

Canada's impressive achievements in building Government On-Line have made it a much sought after participant for international conferences and other events. These fora dealt with issues ranging from public service implications of digitization and telecommunications to e-democracy and the utilization of information and communications technologies to promote community development and civic engagement. Canada has hosted and continues to host numerous foreign delegations from developing and developed countries who come to examine first-hand how we put our citizens first.

To meet the demand for Canadian expertise in e-practices, standards, and applications, many federal departments and agencies are coordinating international activities and have provided numerous opportunities for knowledge sharing and the exchange of best practices. This coordination includes, but is not limited to:

- planning foreign visits and missions for Government of Canada key officials;
- coordinating and hosting visits of international delegations and study tours;

- participating in conferences, trade shows, seminars and workshops, and other knowledge-sharing engagements;
- organizing events such as meetings, learning sessions, and development programs for representatives from various international as well as national organizations;
- carrying out bilateral agreements with countries with mutual interest in exchanging e-government knowledge through memorandums of understanding or joint statements;
- carrying out Canada's foreign policy and international development objectives;
- responding to queries, surveys, studies, and other requests for information in e-government;
- establishing frameworks, guidelines, procedures for coordination activities, and providing technical advice.

These activities, along with conducting international benchmarking, constitute important opportunities to share expertise on the development of policies and programs, while fostering and maintaining friendly diplomatic relations.

A quick review indicates that more than 250 international activities have been coordinated since 2002. This includes hosting more than 100 international delegations and participating in over 70 international conferences, seminars, or workshops.

Examples of international events where Canada made regular contributions are:

- the International Council for Information Technology in Government Administration: this annual conference stimulates the discussion and the sharing of experience among 26 member nations. Each nation provides a country report describing their recent progress, lessons learned and challenges;
- the North America Day: the chief information officers from Canada, the United States and Mexico took part once a year in discussions about cooperation, coordination and collaboration in information technology, information management and service delivery;
- the Government Online International Network: government officials from 20 countries reported on their progress and best practices during this annual international event.

The federal government responded proactively to a worldwide demand for knowledge exchange, and organized in 2004 and again in October 2005, an international outreach day dedicated to international delegations. The last event brought 46 participants from 27 countries. Feedback after the event indicated that discussions and results were very applicable and were being used to influence building capacity in the participating countries.

Coordination activities also involved implementing and sustaining cooperative international partnerships. These agreements relate directly or indi-

rectly to the Government On-Line initiative and include bilateral agreements, memorandums of understanding, joint statements, and other forms of cooperation agreements between the Government of Canada and other countries such as the United States, France, Russia, Mexico, the United Kingdom, and Japan.

Over the years, the Government of Canada has shared valuable information on Government On-Line issues with the rest of the world. We are proud of our international work and confident that we have strengthened Canada's international profile and reputation in this area.

## International Benchmarking

Less than two years after the launch of the Government On-Line initiative, the Government of Canada's efforts were getting high marks from international organizations and other governments. Between 2001 and 2005, a wide variety of assessments comparing countries' e-government progress were conducted by institutions and organizations as diverse as the World Economic Forum, the United Nations, the Economist Intelligence Unit, the Conference Board of Canada, and Accenture — an international management consulting firm. In 2005, Accenture ranked Canada 1st for the fifth year in a row<sup>(28)</sup>.

The table below identifies some of the organizations that conducted and published comparative international analyses of countries' e-government efforts, the number of countries they assessed, and the ranking they assigned Canada between 2001 and 2005.

Organization	2001	2002	2003	2004	2005
Accenture (22 countries)	1 <sup>st</sup>	1 <sup>st</sup>	1 <sup>st</sup>	1 <sup>st</sup>	1 <sup>st</sup>
The Conference Board of Canada (10 countries)	2 <sup>nd</sup>		2 <sup>nd</sup>		
United Nations Department of Economics and Social Affairs (191 countries)	6 <sup>th</sup>		6 <sup>th</sup>	7 <sup>th</sup>	
IDC Information Society Index (53 countries)				5 <sup>th</sup>	
Brown University (198 countries)	4 <sup>th</sup>		3 <sup>rd</sup>		
United Kingdom's Office of e-Envoy (10 countries)		3 <sup>rd</sup>			
Taylor Nelson Sofres plc (TNS): Government Online Study (32 countries)			6 <sup>th</sup>		

### Assessments of Strengths and Weaknesses

Canada has been consistently ranked in the top 10 and often in the top 5 of countries in e-government assessments. Different organizations examined and weighted different aspects of e-government — from user centricity, connectedness, and on-line services take-up, to the functionality of Web sites. Some assessments included the government's own use of information and communications technologies to integrate services across channels, the service improvement and bridging the digital divide, the robustness of the telecommunications infrastructure, and the overall economic climate for e-business investment.

Some of the areas examined by organizations were outside the scope of Government On-Line, while other assessments omitted key Government On-Line policy and standards priorities such as privacy issues and access for persons with disabilities. Canada still achieved world-class status in the building of e-government — a remarkable achievement, considering that Canada's economy and population are smaller than many of the countries it surpassed and its geographic challenges greater.

### Accenture

Accenture's annual survey on e-government leadership uses indicators and a methodology to evaluate the countries' progress on e-government that most closely aligns with the objectives and scope of Government On-Line. The refinements that it has introduced over the years to its assessment strategy and the new indicators it has employed mirror Government On-Line's evolution — from the focus on government's Internet presence and on-line service delivery, to the more sophisticated citizen-centred, multi-channel service transformation model that seeks better outcomes and higher value returns from public sector investments in programs and services.

In 2003, Accenture singled out Canada as the only country surveyed<sup>(41)</sup> whose government had begun to move toward service transformation by positioning e-government not as a separate initiative, but as an intrinsic element in a multi-channel, integrated approach to improved customer service delivery.

Its most recent survey assessed not only service maturity (i.e., the level to which a government has developed an on-line presence in terms of service breadth and service depth), but also customer service maturity, which measured the extent to which government agencies manage interactions with their customers and deliver service in an integrated way across all channels.

This allowed the survey to quantify gains beyond e-government-only aspects of service. It also significantly changed many countries' rankings but not Canada's — which remained in 1<sup>st</sup> place. The new methodology actually widened the gap between Canada and its closest competitor, the United States. While all aspects of Canada's approach received high marks, the only criticism was that the service transformation agenda should move more rapidly to implementation, to meet Canadians' growing expectations for seamless and multi-jurisdictional offerings.

### **The Conference Board of Canada**

The Board's annual assessment benchmarks Canada's progress in connectedness, specifically the "availability and use of information and communications technologies and associated services to facilitate communications, interactions, and transactions, wherever and whenever<sup>(30)</sup>".

The Conference Board developed an index that looks at the supply of information and communications technologies products and services, and the price, utilization, and the demand for them. Indicators in these areas were weighted, and then scores, using credible and comparable data from 10 countries (G7, Australia, Finland and Sweden), ranked.

As referenced in Canada's Performance Report 2004<sup>(12)</sup>, the Conference Board of Canada's 2004 analysis put Canada in 2<sup>nd</sup> place, behind the United States, which it has trailed for four consecutive years. The report's main recommendation for Canada was to increase its commitment to leverage its connectedness and encourage greater

demand and utilization across all sectors to drive innovation, productivity improvement, and economic growth.

### **United Nations Department of Economics and Social Affairs**

The Global E-Government Readiness Report<sup>(43)</sup> assesses the 191 member states of the United Nations. It uses a composite index of e-government readiness that includes an assessment of Web sites, telecommunications infrastructure, and human resource capacity. It also uses an e-participation index to measure the level of citizen engagement in service delivery and public policy. The report pays particular attention to the issues and challenges of the disparities in "access to the opportunity for development" offered to countries by information and communications technologies.

Canada has consistently ranked in the top 10 and, while it slipped from 6<sup>th</sup> to 7<sup>th</sup> place in 2004, its e-government Readiness Index score was actually higher than the previous year. Canada's e-participation index score put it in 3<sup>rd</sup> place, after the United Kingdom and the United States.

This study consistently singles out Canada as having one of the most comprehensive and user-friendly e-government programs in the world. The Canada Site is promoted as an excellent example of a single entry portal. It also acknowledges Canada's leadership in policy and standard setting. In 2003, the study<sup>(44)</sup> highlighted Canada as the first country in the world to make Privacy Impact Assessments mandatory for all programs and services where privacy issues may arise.

The study urges global leaders like Canada to push for institutional changes and regulatory structures to exploit the development opportunities of information and communications technologies fully, by adopting a network rather than a hierarchical administrative model, and by promoting citizen awareness and participation (take-up).

## IDC Information Society Index

The Index<sup>(32)</sup> measures the ability of nations to participate in the information revolution using information communications technologies. The Information Society Index combines 15 variables in four areas: computers (computers in households, information technology spending as a share of the gross domestic product, etc.); Internet (number of Internet users, percentage with access at home, etc.); telecom (broadband adoption, wireless services, etc.); and the society's ability to utilize information communications technologies (educational attainment, civil liberties, etc.).

In 2004, Canada ranked 5<sup>th</sup>. While scores are very close between the leading countries, Canada was outpaced in the telecom variable as Denmark and Sweden outperformed in the wireless subscribers and mobile Internet utilization areas.

## Brown University: Global e-Government

Brown University in Providence, Rhode Island, produces an annual report for Public Policy. It measures and compares e-government and the on-line delivery of information and services across 198 countries and in 10 regions of the world. Focusing on the crucial functions of government, such as health, human resources, taxation and education, it looks at the features available on national government Web sites and the services offered. It evaluates information availability, service delivery, and public access. It includes in its analysis some of the key policy and standards priorities for Government On-Line, such as access for persons with disabilities, privacy protection, and the security of on-line transactions.

Canada's ranking has steadily improved, reaching 3<sup>rd</sup> place in 2003<sup>(45)</sup>. This report highlighted Canada's strengths in access to publications, searchable databases, and its security and privacy policies. Areas for improvement included providing more end-to-end on-line services and improving access for persons with disabilities.


## United Kingdom's Office of e-Envoy

Sponsored by the United Kingdom's office of e-Envoy and the Department of Trade and Industry, the first research results published in 2002<sup>(42)</sup> sought to benchmark the United Kingdom's success in meeting its goal to be the "world's best environment for electronic commerce". The research looked at the interactions between a nation's citizens, businesses and government that "capitalize upon on-line technology to achieve a social or economic good". The quantitative survey examined four categories: the e-commerce and e-government environments; a country's readiness; the uptake and use; and the impact or adoption rate.

Canada ranked 3<sup>rd</sup> of the nine countries surveyed, following the United States and the United Kingdom. Canada was recognized for pioneering user-centric service delivery and for using extensive customer research and focus groups to do so. Its policy to enhance the extent and quality of national infrastructure was also applauded. Canada was singled out as the leader in terms of low business and individual broadband prices and highest broadband availability. Areas for improvement included citizen impact and business readiness, uptake, and impact. Suggestions included offering more sophisticated on-line transactions and integrating business processes through Customer Relationship Management.

## Taylor Nelson Sofres: Government OnLine Study

This study<sup>(29)</sup> aims to understand the impact of the Internet on citizen uptake of government on-line services. It provides global national benchmarks related to citizen uptake of these services and compares differences in levels of adoption between countries. Of particular interest to Government On-Line, the study focuses on perceptions of trust in safety and reliability of information when dealing with governments on-line.



In 2003, Canada ranked 6<sup>th</sup>, following Denmark, Norway, Finland, Singapore and the Netherlands. While most leading countries experienced parallel increases in perceived trust in government on-line information and usage of on-line services, Canada experienced an increase in trust without a corresponding increase in usage.

## Leveraging Canada's Track Record

Getting the federal government "on-line" is an important part of the federal strategy to accelerate Canada's participation in the digital economy. With 20% of visits to federal Web sites coming from outside the country, it is an important opportunity for Canada to present itself as a nation with a modern government, and an attractive country in which to live, visit, and do business.

## Working With Other Jurisdictions

*“Individuals, businesses and communities of interest do not necessarily recognize or understand the mandates and responsibilities of separate orders of government. Canadians contacting [a government office] through the Internet, in person or by telephone want to access services provided by all orders of government.”<sup>(31)</sup> ”*

From the beginning, inter-jurisdictional on-line sites and services based on client needs were seen as an important and ongoing Government On-Line priority. Many of the early e-service successes on which the Government On-Line initiative proposed to build – the Canadian Health Network, Canada Business Service Centres, Team Canada Inc and the Merx on-line government procurement service – were inter-jurisdictional in scope.

Based on the Citizens First research, it was clearly understood that citizens and businesses wanted simple, seamless and efficient service from their governments across all jurisdictions.

Building on the client/citizen perspective, and leveraging potential synergies between jurisdictions in service delivery, standards, systems, and delivery infrastructures hold the promise of a more cost-effective service delivery for taxpayers and a better service experience for Canadians, Canadian businesses, and international clients. This premise has been a powerful driver shaping Government On-Line’s work with provincial, territorial and municipal governments. Inter-jurisdictional collaboration exemplified by the sharing of information, research, and insights has been effective in advancing service delivery beyond the level attainable by any single jurisdiction in Canada working alone.

To foster inter-jurisdictional collaboration for service transformation, the Government On-Line initiative provided leadership and support in three key domains:

- shaping a nation-wide community of practice in service transformation: dissemination of knowledge, experience, networks and partnerships among Canadian service delivery officials at all levels of government across the country;
- building foundational enablers: shared elements of legislation, standardization, security and authentication that both remove barriers and allow interoperability and integration;
- learning and transformational projects: exploration of integrated services through pilots, research and collaboration to test new theories, expand practical experience in collaborative work, and serve as laboratories for new and untried mechanisms.

## Shaping the Communities of Practice

When the Government On-Line initiative was launched in 1999, its ambitious, wide-ranging agenda made it a highly visible presence in the Canadian public sector. Government On-Line's research, developmental projects, citizen consultations, and information technology infrastructure advancements were viewed with interest by all levels of government. Government On-Line actively sought to share the knowledge and developments with other jurisdictions, understanding that there was a need to foster awareness, build capacity, and promote interest in advancing service delivery. The initiative's evolving research, developmental work and strategies were frequently presented, reviewed, and debated by senior public officials from all jurisdictions in national forums such as the Citizen Centred Service Delivery Network. Participants understood that a true citizen-centric model would ultimately require some measure of cooperation and collaboration between jurisdictions.

Ongoing federal investment in research, shared with other jurisdictions through the Citizen Centred Service Delivery Network, the Public Sector Chief Information Officer Council, and other forums, reinforced the need for inter-jurisdictional cooperation on government service delivery. A 2003 study<sup>(24)</sup> on multi-channel service delivery found that there was a "consensus among participants across all groups that the federal government should integrate service delivery with other levels of government".

In 2002, two inter-jurisdictional entities, the Public Sector Service Delivery Council and the Public Sector Chief Information Officer Council recognized the intrinsic value of both the service delivery and information technology communities to the growing public sector service transformation agenda. Both entities, acting together as the Joint Councils, formalized the relationship and crafted a two-year Joint Strategic Plan.

The Joint Strategic Plan, developed by the Gateways and Clusters community, was a good fit within the Government On-Line strategy to fund collaborative projects and leverage the Government of Canada's drive towards service transformation with partners from all levels of government. The 2002 Joint Strategic Plan's emphasis on partnerships, inter-jurisdictional cooperative ventures, and evolution of the service delivery agenda strengthened the case for federal support of shared activities such as:

- the creation of the Institute for Citizen Centred Service, a world-class centre of expertise and an independent champion for citizen-centred service across service channels and throughout the public sector;
- the development of the Common Measurements Tool<sup>(38)</sup>, an internationally recognized electronic benchmarking tool and data repository for public sector organizations. The custody of the tool was granted to the Institute for Citizen-Centred Service with support from federal, provincial, and territorial governments;
- the Citizens First research, a vast series of groundbreaking surveys conducted in 1998<sup>(37)</sup>, 2000<sup>(34)</sup>, 2003<sup>(35)</sup> and 2004<sup>(36)</sup>. Citizens First has provided a solid citizens-based perspective on evolving trends and expectations of public sector services;
- the Taking Care of Business research<sup>(39)</sup>, a collaborative initiative among more than 20 Canadian public-sector organizations that explored government-to-business service delivery from the perspective of the business community.



## Meeting the Challenge of Inter-Jurisdictional Governance

While inter-jurisdictional collaborations in research, infrastructure development and service pilots were successfully moving forward, there was growing recognition of the challenges associated with client-centred “vertical” integration between levels of government. Delivering the level of integration that research such as Citizens First suggests Canadians want, is fraught with governance barriers directly related to political considerations and the structure of Canada’s parliamentary system.

In May 2003, the Chief Information Officer of the Government of Canada commissioned Professor Kenneth Kernaghan of Brock University to explore this issue. The report, *Integrated Service Delivery: Beyond the Barriers*<sup>(40)</sup>, identified and examined the specific governance challenges facing vertically integrated services. Between 2000 and 2005, a surging interest in Canadian public sector service delivery issues was mirrored in the growth of parallel collaborative initiatives such as *Crossing Boundaries* and the annual Lac Carling Conference.

The evolution of the annual *Crossing Boundaries* Conference echoed the development of the Government On-Line agenda. Launched in 1997, *Crossing Boundaries* initially focused on a research and consultation agenda centred on government, technology, democracy and citizens. By 2004, the *Crossing Boundaries* National Council was formed to act as a champion for the transformation and improvement of governance and government for the 21<sup>st</sup> century. The 2005 agenda emphasized the development of an engagement model, including efforts to bring service transformation issues directly to the political arena through a dialogue with the Council of Federations.

The annual Lac Carling Conference, an initiative bringing together public and private sector interests in technology and e-government, has traditionally offered all levels of government a win-

dow into the broader information technology and service community. The Joint Councils use the Lac Carling Conference to solicit and validate go-forward recommendations and advice on priorities and issues. The 2005 Lac Carling recommendations in the areas of research, privacy, service mapping, authentication, and shared services align closely with Government On-Line’s agenda, and serve to reinforce and confirm its direction.

## Building the Foundational Enablers

The electronic channel is only one step in multi-channel service transformation. Designing and building an electronic infrastructure to support client-centric, responsive, cost-effective, accessible, trusted and secure service delivery requires a tremendous amount of work. This work has occurred in two areas:

- common secure infrastructure: building the common electronic service platform that enables integrated services and supports secure Internet, telephone and in-person access;
- policy, standards, and enterprise architecture: addressing information management, privacy and security to build confidence in e-services, and establishing a consistent approach to business transformation across jurisdictions for the design and implementation of integrated services.

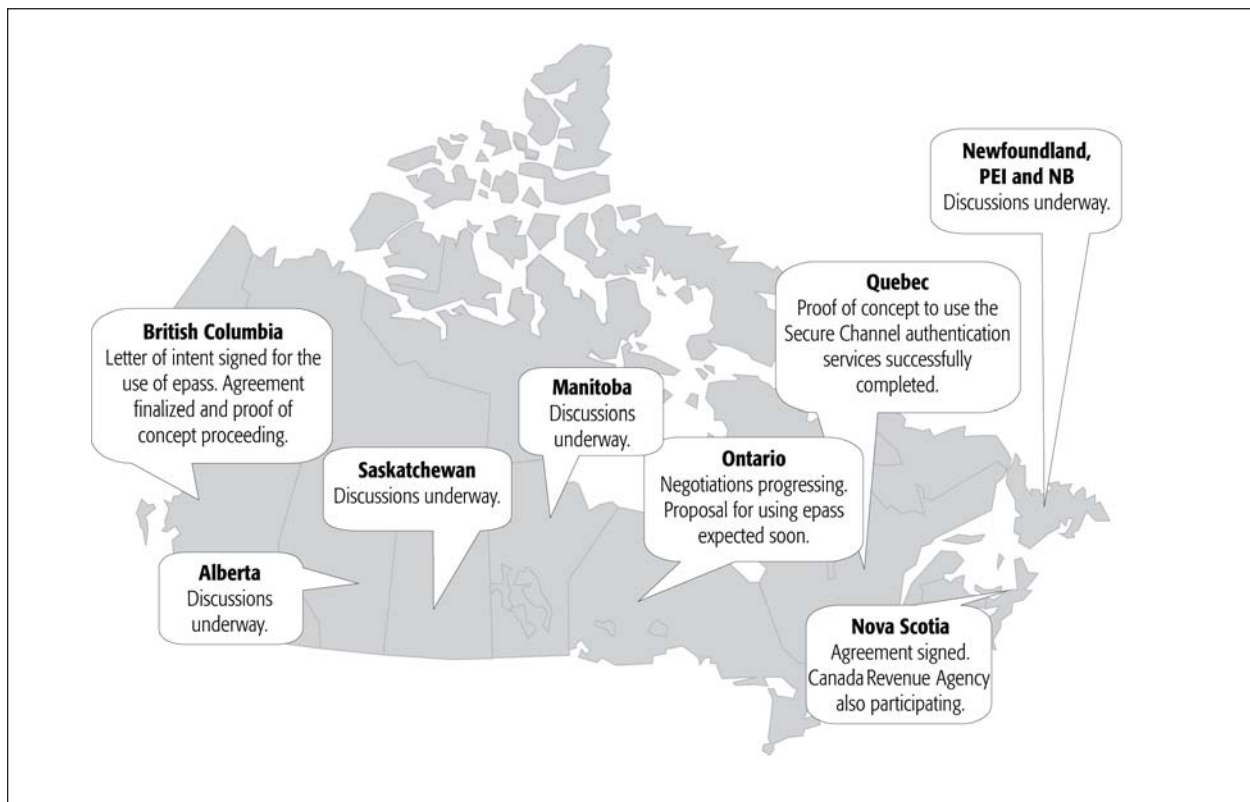
Since the beginning of the Government On-Line initiative, privacy and security were recognized as major issues for all governments in moving more of their transactional services on-line. These issues are even more important now, given rising trends in identity theft. Smaller governments were particularly challenged. In a world of more integrated public service delivery, all governments would need to be able to adopt state-of-the-art solutions. Unfortunately, such solutions are likely well beyond the financial reach of all but Canada’s largest governments.

All jurisdictions understood that common security solutions were a prerequisite to vertically integrate public services around common clients. From the federal perspective, the absence of such solutions would fundamentally compromise the principle that all Canadians, urban as well as rural and remote, should benefit from Government On-Line investments. Its vision to use information and communication technologies to enhance access to improved citizen-centred, integrated services, anytime, anywhere and in the official language of their choice, would clearly not be achievable without a common secure infrastructure. Neither would it be achieved without policies and standards to ensure client information is collected, maintained, and shared only for the purposes intended and in full compliance with all legislative requirements.

### The Secure Channel's Inter-Jurisdictional Value-Added

Prior to the launch of Government On-Line, conceptual work on the Secure Channel was well underway through the Strategic Information Management/Information Technology Infrastructure Initiative, an interdepartmental program coordinated by the Chief Information Officer Branch of the Treasury Board of Canada Secretariat. This early work proved to be a major advantage. With Government On-Line funding, the Secure Channel was able to move ahead to implementation, and lay the technical foundation for future inter-jurisdictional collaboration and vertical service integration.

The Secure Channel's portfolio of capabilities and services supports highly secure transactions with government. It is designed to eliminate the need



for federal departments and agencies to build their own security and network infrastructure, and to ensure an integrated approach to on-line authentication. Since 2002, opportunities to advance multi-jurisdictional service delivery, by leveraging Secure Channel services, have been actively pursued.

Discussions with provinces and municipalities about the best ways to provide citizens with one coordinated and cost-effective approach to dealing securely with all levels of government are at various stages. A concrete example of the inter-jurisdictional potential of the Secure Channel is the National Routing System pilot project. Initiated in 2004, its first stage was concerned with validating vital event information such as births or deaths from the provinces and territories' registries in order to streamline processes of relevant programs. For example, the Passport Office needs to verify the date and place of birth of applicants before issuing a passport. This verification is easier, if done electronically. A pilot project began in 2005 involving the governments of British Columbia and Alberta, Statistics Canada, Passport Canada, and the Canada Revenue Agency.

### **A Common Approach and Context to Business Transformation**

While significant progress has been made from the introduction of on-line services, it is clear that full-scale transformation is the only way to sustain ongoing service improvement and achieve efficiency gains. To achieve a vision where individuals, organizations, and businesses can use government programs and services in as seamless and convenient a way as possible, there must be more interoperable and integrated business processes across the whole of government. The Government On-Line initiative has demonstrated what can be accomplished when different players share a common understanding and adopt a consistent approach to delivering information and services on-line.

To further this progress, the Government of Canada created the Business Transformation Enablement Program in 2002. The program's toolkit uses the Government of Canada Strategic Reference Model and provides models, methods and guidelines to further our common understanding and adopt a consistent approach to identify opportunities to improve service across jurisdictions, and then generate the business designs and transformation strategies to implement them. The toolkit provides a step-by-step, iterative methodology for developing visions, strategies and designs using the Government of Canada Strategic Reference Model to make transformation initiatives within and across jurisdictions easier to coordinate, manage and implement.

Since 2002, several inter-jurisdictional projects have used all or part of the toolkit in conjunction with the Government of Canada Strategic Reference Model. A good example is the Seniors Services Mapping Initiative, which began in December 2003. This project utilized the Business Transformation Enablement Program's toolkit to identify, analyze and align services to seniors. Participants were from four federal departments and from the Ontario Ministry of Consumer and Business Services, the Ontario Seniors Secretariat, and the Ontario Ministry of Health and Long-Term Care at the provincial level. The Province of Ontario also asked the Regional Municipality of Niagara to provide representatives from its Community Services, Public Health and Police departments. The participants developed a shared vision for services to seniors. From the total of 203 services that were identified by the jurisdictions, 122 ideas for service improvement were generated, 47 of which were bundled into 7 transformational opportunities.

This project illustrates the enormous potential for a common, disciplined approach to business transformation design and enterprise architecture across jurisdictions. Recognizing this, in 2005, the Institute for Citizen Centred Service (<http://www.iccs-isac.org/eng/default.asp>) agreed to act as a clearinghouse for the Business Transformation Enablement Program Toolkit.

Currently, the highly strategic work of enterprise business architecture is only practiced seriously in leading-edge organizations. In government, research shows that it is even less frequently pursued in a holistic manner. Therefore the progress of the Canadian federal government is worthy of note. Application of the Canadian BTEP [Business Transformation Enablement Program] produces highly strategic, breakthrough improvement opportunities for more-citizen-centric government.

Gartner Inc., June 2005

## Learning and Transformational Projects

The Government On-Line initiative has encouraged a “learn by doing” approach to glean important lessons much needed in the uncharted territory of “joined-up” service delivery between jurisdictions.

Citizens First and many other research projects clearly articulated citizens’ expectations for seamless “no wrong door” service moving effortlessly between jurisdictions. The process of bringing these services together on-line, however, has proved to be complex. An example of the difficulties in interpreting and implementing citizen preferences can be drawn from the iterative process used to design the Canada Site. After an initial launch and trial in 2000, the Canada Site was re-designed based on extensive research and was organized primarily by subject, audience group, and in some cases (e.g. youth and seniors) by life events. In January 2001, it was re-launched, based on these revisions. Extensive research and focus testing in 2002 revealed unsuspected sophistication in citizen preferences with respect to inter-jurisdictional representation. The research<sup>(14)</sup> revealed that users wanted access to information from all levels of government and that they were keen to distinguish which services federal and provincial governments provided, but that they wanted flexibility in how they approached the information stream.

The added complexity of inter-jurisdictional transformation has not, however, prevented govern-

ments from working together to advance projects and learnings. For instance, the Canada Revenue Agency has introduced a business number that is a unique identifier actively used by 4,766,000 businesses in Canada. Other federal departments and agencies and six provinces have now adopted the business number. As a result, the business community can register electronically for multiple programs in multiple jurisdictions at one time.

## The Next Challenge

The landscape of Canadian public sector service delivery has been significantly altered by the Government On-Line initiative. At a time when interest in service delivery, service improvement, and service transformation was beginning to emerge across Canadian jurisdictions, the Government On-Line initiative was a dominant force in shaping the dialogue and the evolution of new service models.

In 2005-2006, a strong community of practice exists across the nation with leadership, expertise and commitment to service transformation demonstrated in multiple jurisdictions. Strong foundations, such as the Secure Channel and the Business Transformation Enablement Program, are successfully implemented, and a culture of collaborative experimentation is well established.

Technical and process challenges will continue to arise. However, the next complex hurdle in advancing a citizen-centric service transformation process is that of addressing the governance and political issues inherent with integrated service delivery. The challenge will be to find ways to engage a broader constituency of citizens, public officials and politicians in a service transformation process that respects jurisdictional accountabilities and cultural differences.

## Canada Site, Gateways and Clusters

*The Canada Site, Gateways and Clusters are the most visible cornerstones of Government On-Line. As the Government of Canada's primary Web portal, the Canada Site undergoes continual improvement to advance the government's top priorities, which include better service to citizens, increased federal presence and visibility, and a tangible commitment towards public access to government services and programs.*

The Gateways are the main points of entry to Government of Canada services. The key client segments are: Canadians and residents, non-Canadians, and Canadian businesses. Within each segment, information and services are organized by subject, audience or needs, rather than by program or department. The Canada Site is designed for intuitive navigation based on user needs. It is constantly evolving and development is based on client research (i.e. on-line comments, surveys and focus group testing of its users) and ongoing consultation with stakeholders and federal partners.

The Gateways and Clusters strengthen the Government of Canada's Web presence by:

- practicing an enterprise-wide and horizontal approach to service delivery;
- promoting common principles of the Government of Canada vision for service delivery (i.e. client-centricity, horizontality and accountability);
- assuming a leadership role in establishing common standards, tools and supports that build on partner and stakeholder feedback so that practices can be implemented uniformly across government. These practices include a common performance measurement accountability

framework, a content management solution, a metrics solution, an on-line survey tool and coordinated marketing and client research;

- actively participating in:
  - several interdepartmental working groups and regularly bringing together the leads of each cluster to form a horizontal community of practice unique among governments;
  - inter-jurisdictional partnering activities with the provinces of Ontario, British Columbia, Manitoba and Prince Edward Island, and through the Public Sector Service Delivery Council.



By the end of the fiscal year 2005-2006, Gateways and Clusters will have received \$94.7M in Government On-Line funds to achieve their goals. To date, these funds have resulted in the successful creation of many common tools and supports. These, in turn, have allowed for more streamlined and seamless on-line services that are readily available and easily accessible to all Canadians, businesses and non-Canadians. The following is a breakdown of the total central funds (in thousands) that were allocated to specific areas.

	FY00-01	FY01-02	FY02-03	FY03-04	FY04-05	FY05-06	Total
Canada Site	\$2,622	\$2,600	\$2,970	\$980	\$565	\$1,010	\$10,747
Canadians Gateway	\$1,642	\$15,187	\$5,975	\$8,028	\$8,111	\$4,877	\$43,820
Business Gateway	\$620	\$2,372	\$2,765	\$2,996	\$2,939	\$3,380	\$15,072
Non-Canadians Gateway	\$402	\$3,632	\$2,620	\$2,441	\$2,467	\$3,440	\$15,002
Common (general)	\$55	\$154	\$2,070	\$3,300	\$2,317	\$2,168	\$10,064
Rounding					\$1		\$1
	\$5,341	\$23,945	\$16,400	\$17,745	\$16,400	\$14,875	\$94,706

\*in thousands

## Successes

Effective tools, support and accessibility have been crucial to the success of the Government On-Line objective to provide a “whole-of-government” approach to client-centric service delivery. Over six years, Gateways and Clusters have gauged and measured the outcomes of this investment through research and results have shown a significant and constant increase in the usage of the Canada Site, Gateways and Clusters.

Most of the take-up by Canadians, businesses and international audiences was attained by raising awareness of the service with clients and making it readily and easily accessible to them. Public opinion research was undertaken to evaluate client perceptions, preferences, and needs at different times of the various implementation phases.



## Examples of Cluster Services

### Benefits Finder

Through the Persons With Disabilities Online cluster, users have a new tool that provides direct access to information on federal, provincial, and territorial benefit programs and services. To access the tool, select the Benefits Finder link on the left menu bar, choose a province/territory, answer the questions, and you will get a personalized list of benefits for which you may be eligible.

### Reservation Service – Book your Campsite in a National Park On-line

The Parks Canada Reservation Service is available for more than 20 national parks across Canada. Accessible on-line or by phone, the campsite reservation service makes camping in Canada even more enjoyable. The “stand-in-line-and-wait-for-a-space” rule is becoming history. In 2005, Parks Canada extended the on-line reservation system to more than half of the 40 national parks across Canada.

To reserve a campsite, click on <http://www.pccamping.ca/> or dial 1-877-RESERVE. The number of clients who visited this pilot site in 2004 was 12,000. In 2005, Parks Canada had over 75,000 reservations. The telephone was used by 95% of the clients in 2003 and by 79% in 2004. The projections for 2005-2006 are that 60% of the clients will be served by telephone.



In 2001, statistics from Communication Canada showed that 56% of Canadian Internet users had visited a Government of Canada Web site. In 2003, this number increased to 70%. According to 2003 statistics, more than 1,200,000 users on average visited the Canada Site per month and about 190,000 users visited the Canadians and Residents Gateway. In 2004, there were a total of 2.2 million successful logins to the “My Account” service and a recent client survey demonstrated that more than 80% of users were satisfied with the service. Between April 1, 2004 and February 13, 2005, 31% of all links selected on the Canada Site homepage pointed to one of the three gateways. The single most popular link was the Canadians and Residents Gateway collecting 22%.

## Common Tools and Supports

The horizontality of the Government On-Line initiative is what makes it unique within governments. Horizontality involves fostering a community across government departments and agencies to find efficiencies and improve services. The development and use of common tools is key to

this success. “Build once and use many times” is the mantra and the results are very positive.

## Marketing


Common marketing of federal government services has been very successful. Pooling funds and marketing one federal government presence is an efficient and effective use of taxpayer dollars. The Government of Canada has increased its brand recognition through bundling of information to common demographics and achieved efficiencies by reducing the number of small marketing activities in favour of fewer, larger campaigns, or campaigns that spin off one another to exponentially increase the exposure in the marketplace.

In 2003-2004, a Web-based e-learning tool ([explorecanadasite.gc.ca](http://explorecanadasite.gc.ca)) was researched, developed and produced. The following year, it was focus-tested and revised. In 2005-2006, it was marketed within the Government of Canada and targeted at employees, especially front-line staff, to encourage them to use the Canada Site as a resource when answering queries from the public. It has been very well received in the initial focus tests, where it was felt that the e-Learning Tool should become part of new employee orientation training.

## Common Metrics

A consultative process involving a series of workshops on Gateways and Clusters was completed in 2003, and resulted in the establishment of a full set of standard definitions through community consensus. The objective in developing metrics as a common tool was to determine:

- common Web metrics terminology;
- common methodologies for Web metrics;
- accurate Web metrics;
- useful Web metrics for decision-making.



The common definitions and reporting standards for Web traffic were developed to facilitate better management and planning across all Gateways and Clusters, as well as establish useful metrics for the management of each site. Four metrics were identified as a priority for common collection and reporting on each site: page views, visits, visitors, and referrers. The members of the Government of Canada's Gateway Directors Committee approved the definitions that were developed and the four core metrics. Common reporting of these four metrics commenced in April of 2004, with quarterly reports developed for each gateway and its clusters.

An improved search engine will enable "dynamic clustering" where clients can find services and information tailored specifically to their needs with fewer keystrokes. As a first step to facilitate more targeted results, a process was developed and implemented to remove outdated and extraneous information and links from the Government of Canada search engine index.

In addition, best practices were developed to share with other government departments and agencies to facilitate indexing of their sites by the Government of Canada search engine. Suggested links have been implemented for key initiatives, services and information. These aid access to key information by allowing the mapping of keywords to specific information in the index. The Canada Site continues to enhance the search interface and templates in response to client feedback.

### **Content Management Solution**

The Government On-Line Gateways and Clusters made an initial investment to build a centralized common tool to support clusters in the management of their on-line content collections. The assets that resulted from this Government On-Line project are currently being transferred and used as the platform for a broader enterprise-wide Government of Canada content management solution. It will enable stakeholders to standardize, manage, share and publish content and meta-

data on government-wide information, programs and services for delivery electronically.

### **Survey Tools**

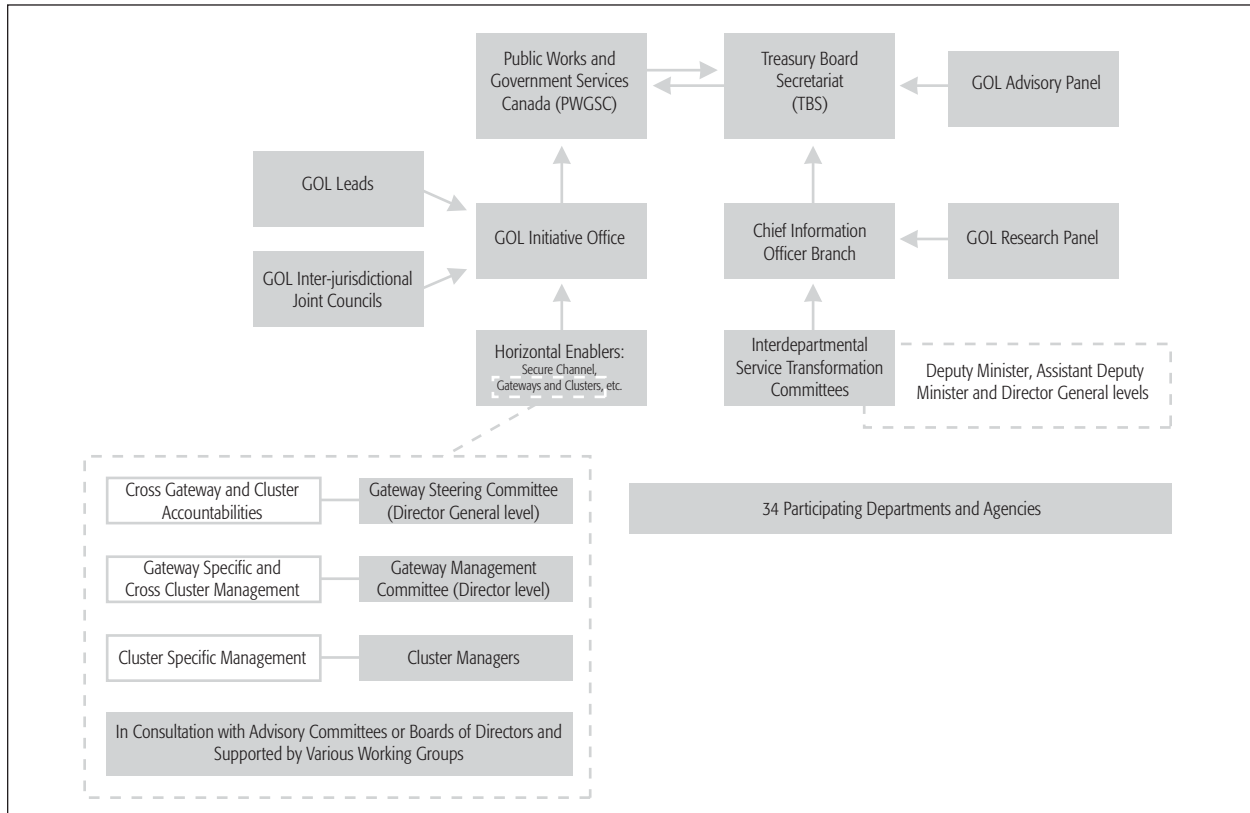
Client feedback has been fundamental in enabling Gateways and Clusters to develop in a manner that is relevant and useful to them. Feedback through survey methodology has provided valuable information that directly influenced the development of other tools, such as wireless portals and allowed Government On-Line to "realign itself". This feedback process is circular, which allows for constant realignment to its environment.

Government On-Line developed an administration tool to be used by the clusters, to enable in-house survey creation and data collection. The tool has undergone a full privacy assessment and complies with Government On-Line privacy policy. Created surveys can be customized to blend in with hosting sites, which comply with Common Look and Feel<sup>®</sup> standards and guidelines — a feature that is not available in commercial products. Surveys have been consistently used throughout all phases of the project to gauge client perceptions of the service delivery and to inform clients of Web site enhancements.



## Governance

Good governance and accountability are essential to sound public management, and ongoing efforts are necessary to maintain and strengthen governance.



Treasury Board ministers oversaw the Government On-Line initiative and deputy ministers exercised a leadership role to ensure that their departments and agencies delivered on the goals and targets of Government On-Line. Horizontal governance has been key to the success of this initiative.

A series of interdepartmental committees set up by the Chief Information Officer Branch of the Treasury Board Secretariat ensured government-wide direction, coordination, and consultation during the lifecycle of Government On-Line, as well as effective and responsible decision-making at all levels, from managers to deputy ministers. This ensured full interdepartmental participation and facilitated the development of common solutions for common challenges.

The same principle of horizontality applied to the governance of Gateways and Clusters that was composed of:

- the Gateway Steering Committee, a Director General-level committee, was chaired by Public Works and Government Services Canada with members from the three Gateways, the Canada Site, and the Government On-Line Project Management Office. It drove horizontal, cross-gateway and cross-cluster decisions. This committee is now chaired by Service Canada;

- the Gateway Management Committee included Directors from the Canada Site and the three Gateways and was chaired by the Director of Gateways and Clusters Directorate, Public Works and Government Services Canada. This committee was responsible for providing regular strategic direction, as well as formulating funding recommendations for approval at more senior levels. This committee is now chaired by Service Canada;
- the Gateway Working Group was an operational committee including managers from the Canada Site and the three Gateways. It was responsible for managing several sub-working groups and for making recommendations to the Gateway Directors Committee for strategic decision;
- the All-Cluster Managers Meeting was a bi-monthly meeting of managers from the Canada Site, Gateways, and Clusters. It was also attended by Gateway Directors. These meetings were used to update cluster managers on developments as well as act as a forum to raise new issues;
- a series of interdepartmental committees complemented these committees ensuring an enterprise-wide approach to service delivery and strengthening the government Internet presence.

establish a coherent, client-centric, and enterprise-wide approach for the Government of Canada's Web presence, increase client satisfaction and drive opportunities for horizontal service integration.

The Gateways and Clusters community developed a long-term sustainability plan entitled Roadmap to a Coherent Government of Canada Internet Presence.

The Roadmap provides:

- an enterprise-wide approach to gateway and cluster on-line content and service delivery;
- rationalization of content on the Web, as part of a multi-channel approach to service delivery to increase consistency and reduce duplication;
- integration of the Government of Canada's service transformation agenda;
- proposed models for the evolution of the Government of Canada's on-line presence.

The Gateways and Clusters Directorate is currently working with six departments with a combined investment of approximately \$1.5M to implement the Roadmap. The Roadmap lays the groundwork for content rationalization and coherence across all channels at an enterprise-wide level. These back-end improvements have been key to helping departments align with the Government of Canada horizontal service delivery agenda.

## Sustainability

Moving forward is about addressing current challenges, while maintaining an on-line client-centric approach to service delivery. Treasury Board ministers had requested that the Gateways and Clusters community describe a model that would

## The Future of the Government of Canada Web Presence

Departments and agencies are being encouraged to evolve, attain greater coherence for the Government of Canada Web presence and strive toward effective service transformation. The Roadmap model provides a means for the convergence of Gateways and Clusters, departmental sites, and other Government of Canada sites, as well as services toward a horizontal, coherent means of service delivery. Rather than sustaining the physical entities of Gateways and Clusters, moving forward with Government On-Line will be about preserving and sustaining the service delivery principles — client-centricity, horizontality, coherence — and how they can be applied to the broader Government of Canada service delivery agenda.

In 2005, Service Canada introduced a single point of contact for Government of Canada services. A model for *Service Delivery Maturity at the Enterprise Level* was developed providing all departments, specifically Web site and service managers, with a common reference for their service delivery strategy, thus establishing a direction and outlining a plan to increase coherent Internet presence. The objective is effective service transformation to a truly horizontal, client-centered holistic means of service delivery with the ultimate purpose of improving the client experience.

The Internet is poised to be the backbone for all service delivery. It will become the authoritative source for information, whether a client approaches the Government of Canada by phone, in-person, by e-mail or through a Web site. This rationalization will reduce duplication, increase efficiencies and improve client satisfaction.

## Testimonials From Clients

(Canada Business Service Centres On-line Client Survey, March 2005)

"It's nice to have information on how to startup a business. I'm glad to help you out with the survey you have helped me out."

"Whatever I needed, I got the answer."

"Very happy with service. I never knew there was something like that out there. Very useful. I'd continue to call again whenever I have a question."

"The experience was a good one. A wise use of my time."

"The service was great. Very easy to register a name."

"Now that I have used your Web site I plan to use it more. Somehow you should advertise it better. We have been in business 23 years and I am sure I could have used its services many times..."

"Service was very proficient. All the information seems to be in place. Accessible. I'm going to continue to use more of the information."

"Everything's great! It's just so easy to execute business procedures in Canada, comparing to back home. Thank you."

The Government of Canada is continuing to evolve and improve its service delivery. Government On-Line has proven the concept of horizontal, client-centric service delivery and has demonstrated award-winning value to both the clients and the Government of Canada.



## Harnessing the Secure Channel's Potential

*The Secure Channel provides Canadians and businesses with secure, private, high-speed access to on-line government services. As a key component of the Government On-Line initiative, this common secure infrastructure ensures that Canadians can use the Government On-Line single window to conduct on-line transactions safely and effectively, in a way that is consistent with federal privacy standards.*

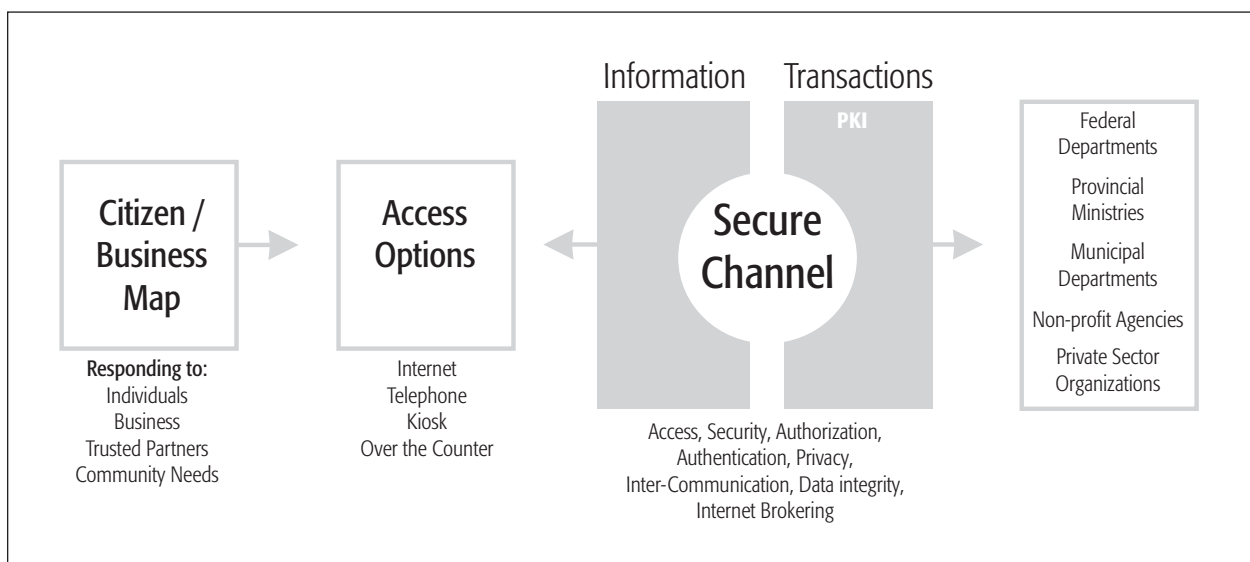
### Overview

The Secure Channel benefits all users by facilitating access to on-line services with shorter response times and an increased number of available services, both of which result in efficiency gains for the government and its clients.

The Secure Channel provides a high level of confidence where the parties involved in a transaction are the sole parties who can access the content of the transaction, they are who they say they are,

the content of the transaction is not modified, and the parties involved in a transaction cannot deny or repudiate their participation.

The Government of Canada built the Secure Channel in partnership with a consortium of leading Canadian information management/information technology companies led by Bell, with CGI, IBM, Entrust, Cisco, Microsoft, and Canada Post as subcontractors. The total cost was \$476M.



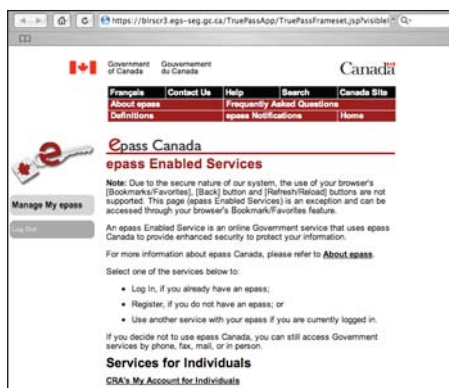
The Secure Channel provides citizens, business and trusted partners with secure and client-centric electronic access options

## Take-up of Secure Channel Offerings

Today all departments and agencies use some Secure Channel services. The Internet working component currently handles the Internet traffic between all federal departments and agencies. The Secure Channel's success is a key enabler for the increasing popularity of the Government of Canada's on-line services.

### ePass

Canada Revenue Agency, Human Resources and Skills Development Canada and Social Development Canada report steady growth in transactions for their on-line services, which use the Secure Channel's ePass as a registration and authentication tool.



For example, Canada Revenue Agency's My Account allows individual Canadians to perform a number of transactions, such as viewing personal income tax and benefit information, managing individual tax affairs on-line, changing address or telephone numbers, or formally disputing the individual assessment or determination.

Human Resources and Skills Development Canada's Record of Employment on the Web lets Canadian businesses file a record of employment electronically, rather than manually complete and submit the traditional paper form.

The number of ePasses issued to Canadians has reached almost one million — proof that citizens trust that their on-line transactions will be secure because of the Secure Channel. More than 21,000 businesses have been authenticated and, as of October 2005, over 1.2 million record of employment transactions have been successfully processed through the Secure Channel.

Other departmental programs using Secure Channel's authentication services include Passport Canada's Passport On-Line, Atlantic Canada Opportunities Agency's Claims On-Line and National Defence's e-Recruiting program. By April 2006, 10 Web applications will be connected, for a total of 45 programs.

### On-Line Payments

The number of citizens and businesses that pay electronically for goods and services using the Receiver General Buy Button (e-payments service) continues to grow. As of October 2005, there have been over 465,000 transactions processed through nine storefronts.

### Vital Events Information

Using Secure Channel's Secure Message Routing Service, the National Routing System pilot project was launched in 2004-05. Passport Canada provided early support of the project, which provides a Protected B messaging environment for use by all federal departments. The first user of the service was the Vital Events initiative, which is concerned with securely transmitting vital event information (e.g. births, deaths, name changes) from the provinces and territories. Other project participants include the provinces of British Columbia and Alberta; Statistics Canada (lead department); and the Canada Revenue Agency.

## Client Engagement

To accelerate its adoption rate by federal departments and agencies, the Secure Channel enhanced its client engagement capability in several ways. It formalized and integrated regular reporting of client engagement and client implementation activity, enhancing “outreach” through surveys and individual contact with departments and agencies, and engaging two senior client relationship managers to optimize communication with strategic clients, particularly Human Resources and Skills Development Canada, Social Development Canada, and Canada Revenue Agency.

The Secure Channel is pursuing strategies for multi-jurisdictional service delivery by leveraging its services. The Government of Canada is in discussions with provinces and municipalities about extending the security framework and collaboration to those groups so that citizens can have a single, coordinated, secure, and cost-effective approach to dealing with all levels of government in Canada.

## Recognition of Excellence

The Secure Channel continues to be a leader worldwide. It is a model infrastructure, acknowledged in international studies, by award programs, and through independent evaluations. For example, Accenture’s 2005<sup>(28)</sup> survey of government on-line maturity ranked Canada 1st for the fifth year in a row and clearly linked these results to Canada’s focus on infrastructure and the Secure Channel.

### Government Technology Exhibition and Conference Award

The Secure Channel and some of its key stakeholder initiatives with Canada Revenue Agency, Human Resources and Skills Development Canada, and Statistics Canada, were awarded the highest achievement awards at GTEC 2004 and 2005.

### Canadian Information Productivity Award

On November 1, 2005, the Canadian Information Productivity Award (CIPA) program gave the Secure Channel a Silver Medal in the Customer Care category. The Secure Channel was selected from 200 submissions and 63 finalists. The CIPA program was founded to encourage the strategic application of information technology, as a means of raising Canadian productivity. Now in its 13th year, the CIPA program is the premier information technology and innovation awards program in Canada.

### Independent Evaluations

The Gartner Group reviewed the Secure Channel Project independently, in a number of areas such as business strategy, technical direction, overall costs, and governance. The Gartner Group gave its endorsement on all fronts.

Recently, Forrester Consulting performed an independent benchmarking exercise to compare the costs of Secure Channel services offered by the vendor against industry averages. Results show that, when operating at capacity, Secure Channel service costs are well within the industry norm and, in some cases, slightly lower than industry averages. The challenge for the Secure Channel is to continue to promote the take-up of the infrastructure services by departments and agencies, so that it can consume the as-built capacity.

## Secure Channel Governance Regime

The Secure Channel maintains a strong governance and management control regime that includes a methodology of best practices for delivery and program oversight. This ensures that strategic decisions align with the Government of Canada's overall direction, that decisions are communicated downward and acted upon effectively, and that results and critical issues are forwarded to senior management in a consistent and timely manner. It also provides for strong vendor oversight and contract management.

The Secure Channel Management Board is responsible for the governance for new investments and resolution of horizontal operational issues. It is co-chaired by the Treasury Board's Chief Information Officer Branch and by Public Works and Government Services Canada, and includes key departmental stakeholders from other government departments and agencies.

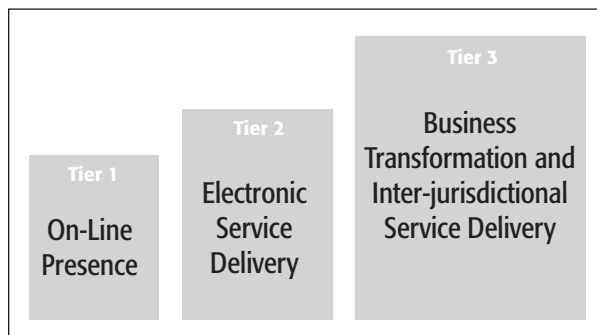
## The Future of the Secure Channel

Public Works and Government Services Canada's "Shared Information Technology Services Agenda" is part of the government's overall initiative to deliver information technology infrastructure services in a more coordinated and efficient manner. It rests on the premise that a government-wide, coordinated approach to managing information technology services can yield better, faster, more cost-effective results for clients and taxpayers.


Over the next few years, the government will focus its efforts on increasing the proportion of shared information technology services in three areas:

- information technology infrastructure services;
- external service channels used by departments and agencies to offer services to Canadians;
- enabling provincial and municipal governments and agencies to leverage the Secure Channel's capacity and security infrastructure to move toward integrated government service delivery for citizens and businesses.

The initial business case for Secure Channel was an enabler of Canada's vision to be the world's most connected government to its citizens. This direction received policy confirmation through the Government On-Line initiative, which set out on a 3-tier approach:







The first 2 tiers are complete and were mostly funded through the Government On-Line initiative. The result: a world class secure infrastructure capable of handling the current government program service delivery needs as well as future business transformation initiatives.

The Secure Channel forward business case is based on a transition to a cost recovery model from client departments and agencies, and other governments whereby the transformation benefits from programs will offset ongoing operations of the services. As such, it is proposed that the Secure Channel be recognized as an integral part of the Government of Canada common infrastructure, as an enterprise service for use by all departments and agencies requiring this type of service to support their on-line applications. This will ensure that the Government of Canada can fully leverage its investment in common infrastructure by maximizing usage and reducing redundancy. Most importantly, it will facilitate the creation of a seamless experience for citizens and businesses using on-line services.



## Leadership and Management

*A large pioneering initiative such as Government On-Line is under the spotlight. Its leadership and management approaches are questioned and analyzed. The elements that warrant the most attention in the initiative are: the governance, given its horizontal nature; the responsible management of the initiative, given its scope; and the measurement of its achievement. As the Government of Canada is moving toward a holistic service delivery model across channels and jurisdictions, the lessons learned during the initiative are valuable.*

### Governance

The Government On-Line initiative started as the Y2K initiative sunsetted. Although Government On-Line's focal point was to improve service through electronic delivery, and Y2K's focus was on system compliance, they still shared similarities. Both initiatives were:

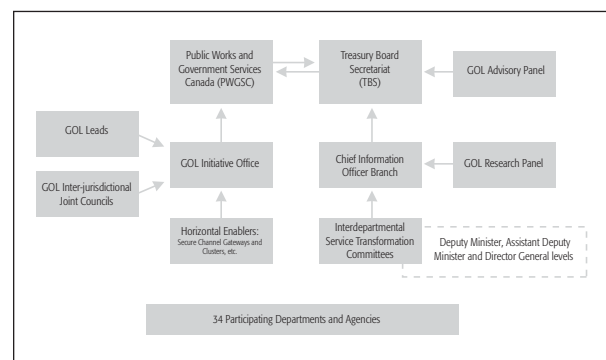
- a high government priority;
- a “whole-of-government” pursuit;
- made of activities spread out among various departments and agencies.

The lessons learned from the Y2K initiative emphasized that:

- a large endeavour can succeed, when a central agency assumes leadership and sets tight controls and accountability for progress, with senior level officials acting as champions in each department and agency;
- collaboration among all parties involved is the key to an effective and successful delivery as it allows for strategic convergence of effort, sharing of knowledge, and leveraging of tools.

### The Governance Model

Building on the lessons learned from Y2K and taking stock of the similarities between the two initiatives, the governance of the Government On-Line initiative took an analogous approach. Over its six years of existence, it evolved to reflect the evolution of the initiative itself — to look at on-line service delivery and an integrated client-centred service delivery approach across all channels, regardless of components spread out in various federal organizations and/or in other jurisdictions. The model that was adopted yielded excellent results in terms of consensus building, shared decision-making, and conveying information on how to achieve on-line service delivery and plan the next steps.



## Roles and Responsibilities

The roles and responsibilities are allocated as follows:

- Treasury Board ministers form the Management Board and assume political leadership of the initiative until 2003 when the Minister of Public Works and Government Services assumes leadership for the implementation of Government On-Line;
- the Government On-Line Advisory Panel, established in September 2001, has the mandate to advise the President of the Treasury Board on a wide range of issues related to Government On-Line. The panel is comprised of members from across the Canadian society and is responsible for providing advice and recommendations on areas such as the scope and priorities of the initiative, the partnership opportunities for joint delivery of services with other levels of government, and the strategies to assess the government's progress in meeting its targets and to promote take-up by the public and business communities;
- the Chief Information Officer Branch, located within the Treasury Board Secretariat, assumes functional leadership by coordinating government-wide plans, providing frameworks, and monitoring progress until 2003 when a number of responsibilities are transferred to Public Works and Government Services Canada. The Board's focus is now on policy issues and strategies for the next generation of service delivery;
- the various interdepartmental service transformation committees ensure that department heads provide oversight of the initiative. Department heads provide advice and leadership across government on initiatives that improve services to the

public, including Government On-Line. In the case of Government On-Line, they emphasize single-window service delivery and ease of access through the transformation and integration of services for electronic delivery to the public. The committees also ensure the integration and coherence of the three main streams of Government On-Line and service improvement work: service transformation, technology and information management, and policies;

- the Government On-Line leads are senior managers, at the assistant deputy minister and director general levels, who are responsible for coordinating the delivery of the Government On-Line commitments within their departments and agencies. Departmental leads ensure horizontal coordination within departments and agencies, and in many cases through their internal Government On-Line Project Management Office. They meet regularly to discuss the overall direction and effective implementation of the Government On-Line strategy, the development of the longer-term vision, and the alignment with the Service Improvement Initiative. The leads provide views on the coherence between the Government On-Line strategy and departmental and agency priorities and capacity, implementation challenges and current and emerging issues that need to be addressed at the corporate level;

- the Government On-Line Initiative Office established in early 2000, provides strategic consolidation of issues, presents a common understanding of the targets, ensures that participating departments and agencies submit plans, proposes fund allotment for approval to interdepartmental committees, follows-up on projects granted central funding, keeps a close watch on risks related to projects that are granted central funding, monitors progress on the achievement of departments and agencies' self-determined service maturity levels, and supplies assistance to stakeholders through a help desk. One of the main roles of the Office is to maintain momentum throughout the initiative. During its last year of operation, the Office focusses on sharing lessons learned, exploring tools to facilitate the implementation of the outcome management methodology, and pursuing efforts to accelerate the take-up of on-line services. These components are all part of due diligence, to ensure that the work done under the initiative continues to be part of the solid foundation for future work on the broader Government of Canada service vision and transformation;
- the Government On-Line Inter-Jurisdictional Joint Councils are comprised of the Public Sector Service Delivery Council and the Public Sector Chief Information Officer Council. As both councils pay attention to service quality, bringing together leaders from the federal, provincial, territorial, and municipal governments, and working to enhance service delivery to the Canadian public through collaboration across governments, they combine forces in 2002 to work on common goals. As the Joint Councils, they become a forum to advance inter-jurisdictional work;
- horizontal enablers (e.g. Gateways and Clusters) are laboratories for exploring the processes involved in managing client-centred activities, where stakeholders come from a range of organizations;
- the Internet Research Panel established in 2001, is an integral component of the Government of Canada citizen-based research program. Every year since its inception, the government has recruited approximately 10,000 Internet users to serve as panel members to participate in on-line surveys, on-line focus groups and various other usability projects. The panel is key to Canada's continuing success, as the Government On-Line strategy continues to evolve and adapt according to its findings. The success of the Government of Canada's Internet panel may be demonstrated best through the testimonials of members themselves. Panelists, who were chosen from every corner of the country and from Canadians living abroad, speak about their participation:

"I think it's a great way to get ideas from actual Internet users who are not experts."

"Nice to feel that the government wants to know what we think."

"An excellent way to get everyday Canadians involved."

## Responsible Management

The government first announced its commitment to Government On-Line in the Speech from the Throne in October 1999<sup>(11)</sup>. The initiative encompasses the efforts of 34 federal departments and agencies to:

- deliver the 130 of the most commonly used services electronically;
- offer “no wrong door” access to government e-services;
- carry out pathfinders and accelerated service delivery projects;
- build an enterprise-wide secure infrastructure;
- develop Government On-Line related policies and standards collaboratively.

Responsible management means ensuring funds are divided according to priority envelopes, work is performed with the long term in mind, risks are closely monitored, and progress is measured along the way.

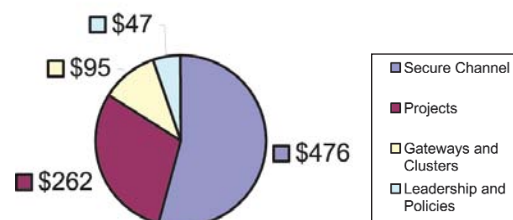
### Government On-Line Funding

The funds were allocated to the Government On-Line initiative in three different stages. First, in the 2000 Budget, \$160M was set aside over two years “to design and launch an initiative to offer federal government services on-line to Canadians and stimulate the use of electronic commerce, thereby building on the Government’s plan to make Canada the most connected country in the world”. Second, a further \$120M was announced in the Economic Update of May 2001. Finally, in the 2001 Budget, \$600M was provided over four years to implement the Government On-Line initiative by 2005-2006.

The total amount (\$880M) allotted to the initiative over its six years of operation was divided into four main envelopes:

- \$476M was devoted to build the Common Secure Infrastructure, known as the Secure Channel
- \$262M was assigned to projects that would accelerate on-line service delivery
- \$95M was provided to Gateways and Clusters
- \$47M was allocated to leadership, policies and standards.

Government On-Line Funds Envelopes in Millions



The allocation of central funding was done via open processes, pre-defined criteria, and peer review of proposals to ensure better value for money and foster the development of horizontal solutions. One recurrent criterion was the financial contribution of the lead department or agency and that of the partners.

In its November 2003 report<sup>(9)</sup> on information technology, the Auditor General stated about the Government On-Line: “The Government On-Line Project Management Office has rigorous criteria for selecting Government On-Line projects for funding, and it monitors progress and costs closely. The periodic status reports that it provides to the Treasury Board Secretariat are useful”.

## Sustainability and Transferability

In the final year of the Government On-Line initiative, a transition plan has been developed to transfer its tangible (130 most commonly used services database) and intangible (lessons learned) assets to the next generation of service delivery.

Collaborative and citizen-centred research is being conducted on all delivery channels to understand attitudes, awareness and expectations of Canadians related to the Government of Canada service delivery in order to feed the integrated multi-channel service delivery vision.

Opportunities to share knowledge and lessons and to discuss common challenges with other jurisdictions are being pursued. For example, the Secure Channel is in discussions with provinces and municipalities to extend its security framework, so that citizens will have a single, coordinated, secure and cost-effective means to deal electronically with all levels of government in Canada.

The implementation of a take-up strategy, coupled with the development of a marketing tool kit for use by federal departments and agencies, will help sustain returns from the Government On-Line investment in the years to come, by continuing to drive increases in client utilization of on-line services.

Gateways and Clusters have created many common tools for use across government, which has furthered the streamlining and seamless merging of various services. Their *Roadmap to a Coherent Government of Canada Internet Presence* sets out the path to greater coherence for the future of the Government of Canada Internet presence.

## Risk Management

Thirty-four departments and agencies share the responsibility of putting 130 services on-line in a client-centric manner. In that context, risk management becomes crucial, as alignment to overall objectives can be lost along the way. Drawing

again from lessons learned during the Y2K initiative, the integrated risk management approach was selected to manage risk, as it is comprehensive and has proven its effectiveness in a similar context. The risks have been managed at these levels: initiative, business line, and specific funded projects. The integrated risk management process entails the identification of risks and corresponding mitigation strategies and the close monitoring of their evolution.

At the initiative level, the review of similar initiatives in Canada or in other countries, as well as formal discussions with participating departments and agencies, has provided an excellent landscape of issues that could conceivably jeopardize the successful completion of the initiative. At that level, risks are mitigated via actions taken centrally (e.g. expansion of the Treasury Board Secretariat legal team to tackle legal issues) and monitored by the interdepartmental service transformation committees. From a business line perspective, the criteria used to allocate central funds are devised to identify proposals that contribute to the achievement of common goals and solutions, not those of individual departments or agencies. At the project level, risks are identified through reporting, mitigated through conditions to access funding, and monitored accordingly.

In addition, the Auditor General's observations and recommendations alerted the government to various risks that threatened Government On-Line. These observations helped strengthen the collective results of Government On-Line by identifying areas that needed immediate attention for Government On-Line to meet its objectives by 2005-2006. In response, the initiative developed an action plan to mitigate those risks. The plan was submitted to the Auditor General's Office in the spring of 2005.

## Performance Measurement

The Treasury Board Secretariat led the development of a performance measurement model in 2002.

The model comprised the following 11 performance indicators.

Information	Service	On-Line Delivery
Convenient	Critical mass	Secure
Accessible	Transformative	Efficient
Credible	Client-centric	Innovative
		Privacy
		Take-up

The Performance Measurement Report for the Government On-Line initiative<sup>(25)</sup> revealed that the initiative remains on track in terms of putting 130 of the most commonly used federal services on-line, and progressing towards their target levels of functionality. Achieving these target levels was deemed a key measure of success for the Government's commitment to put the most commonly used federal services on-line by the end of 2005-2006.

The report also revealed that:

- while many Canadians still have concerns about conducting on-line transactions that require the exchange of personal information, a high percentage think that the federal government has put appropriate privacy safeguards in place;
- for the most part, departments and agencies have automated services, achieving modest improvements in client convenience and processing requirements, rather than completely rethinking or integrating them. Progress is being made in laying the foundation for fundamental service transformation;
- client satisfaction with on-line offerings is moderately high, as can be seen from the increasing use of the Internet channel as well as public opinion and client surveys.

## Outcome Management

Numerous forces are pressuring government organizations in taking a much more aggressive approach to the measurement, reporting, and improvement of program outcomes and other facets of organizational performance. Taxpayers are increasingly emphasizing the need for services that have compelling demonstrable outcomes and that are delivered to the right audience, in a high quality manner, and at an acceptable cost.

Outcome management is a holistic and inclusive approach for articulating the value and achieving the desired benefits of a program, initiative or project, as viewed by the different stakeholders.

Outcome management methodologies encourage decision makers to begin with the end result in mind. It is about achieving the outcomes, not doing the activities. It complements project management skills and methods, as outcomes also have to be proactively planned, managed and measured.

Proactive management should be the norm for all aspects of programs, in order to demonstrate quality outcomes for clients. In its last year of operations, the Government On-Line initiative, in collaboration with the Treasury Board Secretariat, has devoted resources to explore and develop tools



that will help future initiatives adopt an outcome management approach to the development and implementation of new projects, programs and services.

The Government On-Line initiative has reviewed international best practices and conducted interviews with the various Government of Canada departments and agencies that have applied outcome management methodologies. The findings have been compiled in a best practices report. The Government On-Line initiative has also developed a guide and tools in support of departmental use of the outcome management methodology.

## Lessons Learned

Documenting and sharing lessons learned is one of the most important ways to leverage the real value of the Government On-Line initiative. To support similar initiatives by this government or any other, approaches that worked exceptionally well are documented so that they can be replicated. Likewise, changes made mid-stream to improve outcomes, and cases where with the benefit of hindsight, different approaches would be taken, are equally invaluable for future endeavours. To compile these lessons learned, input is systematically collected from stakeholders through interviews, workshops and project reports. The main lessons are briefly described below.

### Citizen Involvement to Ensure Client-Centricity

Extensive consultation with Canadians through surveys, focus group testing, public opinion research, and on-line consultations drove all aspects of the Government On-Line strategy. This provided critical input with which to drive decision-making in the direction of a whole of government approach to achieve client-centricity, and to improve and re-engineer government services accordingly.

Engaging citizens made a major difference settling internal debates about the best way to proceed, including in critical areas where the public had concerns such as the privacy of their information and the security and reliability of on-line transactions.


### Leadership

Strong leadership was essential, particularly to move departments and agencies away from an orientation based exclusively on administrative “silos” to one that emphasized an enterprise approach that would better meet the needs of common clients, and allow for horizontal collaboration, integration and shared solutions. Territorial barriers began to make way for communities of interest spanning departments and agencies, particularly in critical functional areas like information management and service delivery.

However, over the course of the initiative, “vertical” government authorities, processes and accountability structures, which reinforce the distinct administrative mandates of departments and agencies, did not change. Because it was inherently “horizontal”, the challenges that Government On-Line presented to the culture, machinery and administrative processes inside government may have been easier to manage with stronger political leadership.

### Governance

A horizontal governance structure was established for the Government On-Line initiative, to ensure senior management across departments and agencies could address high-level risks collaboratively, and to drive the alignment of strategic plans, policy and infrastructure development, and project implementation. This structure established roles and responsibilities, and provided mechanisms to resolve issues.



The need for horizontal governance without compromising ongoing “vertical” responsibilities created considerable tension. On occasion, plans approved at senior levels faltered at the execution stage because appropriate authorities to make the myriad of subsequent decisions required to implement the strategy or project were not always clear and/or too complex to overcome.

### **Strategic Planning**

Due to the transformative nature and “whole-of-government” scope of the Government On-Line initiative, and the need to plan and integrate activities with broader policy and service delivery goals, the initiative’s strategic plan evolved. Its anticipated results were refined over time, as thinking matured and participants gained greater insights into the expectations of Canadians and the impacts of offering more transactional on-line services in line with these expectations.

Strategic planning was a continuous process, providing flexibility to adapt to changes, to reduce risks, and to validate the results.

### **Sustainability**

A critical issue whenever government contemplates fundamentally changing the ways in which it interacts with the citizenry is sustainability. To receive funding support from the Government On-Line initiative to build or enhance on-line services, departments and agencies were required to demonstrate that they would be able to fund the service on an ongoing basis and continue maintaining the same service standards and level of service quality across all channels. A stronger emphasis on marketing new on-line services to Canadians to drive take-up would have benefited the initiative. There is a clear need to “de-couple” marketing from political considerations, and to include services marketing as a key component of service transformation business plans.

### **Funding Allocation**

Central funding helped to foster innovation allowing departments and agencies to advance their on-line service delivery maturity. More attention could have been placed on mechanisms to support cooperative funding for joint proposals amongst departments requiring the pooling of funds, and a simpler process for the release and collection of funds between departments and jurisdictions, and the access of funds from the central budget.

Strong due diligence in allocating Government On-Line funds to projects on an incremental basis, while administratively burdensome at times, helped ensure that the initiative’s resources were used for the purposes intended, and mitigated the risk of cost overruns.

### **Performance Management and Measurement**

The service maturity model developed for the Government On-Line initiative proved to be an effective means to drive and assess service maturity levels. It supported strong performance management because senior management (i.e. Deputy Ministers) had to agree to maturity targets for on-line services and then sign-off on regular progress reports.

In addition, status reports were requested, adding transparency to the process. As well, annual reports to Parliament helped to create visibility and encourage departments to stay focused on achieving their targets.

## Risk Management

A wide range of procedural requirements for departments and agencies to feed into strategy development, seek project approval, obtain funds, and measure and report on progress, constituted a strong risk management regime for the initiative. Inter-departmental review committees played a critical challenge function, as well as serving as a mechanism to check scope creep and ensure alignment. A Project Management Office to facilitate compliance with requirements, and coordinate and monitor ongoing activity, played an important “early intervention” and assurance role, contributed significantly to mitigating the risk of lapsing initiative funds, and ensured horizontal projects and solutions were selected.

## Organizational Readiness

From the beginning, Government On-Line recognized that organizational readiness was about culture change — this meant that non-information technology skills needed to be the focus; sharing needed to be the norm, and communities of practice in key functional areas across departments and agencies needed to be actively encouraged. The Organizational Readiness Office was established to help move in this direction.

However, outside the information technology, information management and service delivery communities, comparatively little progress was made reaching other key players, including personnel in finance and administration, communications, program management and policy development.

## Outcome Management

Over the years, the Government On-Line initiative worked with departments and agencies to clarify the expected results including the level of maturity and the range of functionalities of the 130 most commonly used services selected to be on-line by the end of 2005-2006. Due to the unique groundbreaking nature of the initiative, the level of precision of these results evolved over time — as it has been the case in other countries.

Valuable progress was made during Government On-Line to improve the definition and validation of outcomes. However, it would be advisable to clarify expected outcomes according to meaningful and measurable terms from the outset of future initiatives in order to help define the strategic plan and validate achievements.

In response to the observations contained in the 2003 Auditor General’s report<sup>(9)</sup> and recognizing that outcome management needs further exploration, Government On-Line collected lessons learned and best practices from a number of projects that used the approach. It also developed the Outcome Management Guide and Tools building on the work carried out by the Treasury Board Secretariat over the last few years to evaluate the potential of this approach for enterprise-wide use.



## Advancement of Policy-related Work

*Over the past six years, policy frameworks have been developed in the critical areas of federal identity, information management, official languages, privacy, and security, all of which contribute to building the foundation for more sophisticated on-line, interactive services, and ensure that Canadians can use them with trust and confidence.*

### Common Look and Feel for the Internet

The Common Look and Feel for the Internet ([http://www.tbs-sct.gc.ca/clf-nsi/index\\_e.asp](http://www.tbs-sct.gc.ca/clf-nsi/index_e.asp)) is a collection of mandatory standards for all federal government departments and agencies. The standards have played a key role since the beginning of their implementation in May 2000 in helping institutions respect their legislative and policy obligations and in strengthening the Government of Canada's identity, accessibility, visibility and credibility. More specifically, the standards were developed to:

- maximize accessibility of information on public Web sites;
- permit proper identification and recognition of the Government of Canada within collaborative agreements;
- protect the identity of Government of Canada Web sites;
- respect the government's Official Languages obligations in providing bilingual e-mail coordinates and messages;
- define content of important notices;

- supply instructions for publishing in both official languages and for common navigation and format.

Designed to ensure that all Canadians, regardless of ability, geographic location or demographic category, are given equal access to information on Government of Canada Web sites, information is made accessible in such a way that a wide range of technologies, including personal computers, assistive devices, and advanced technologies can be used. Content on Government of Canada sites must be as easy to acquire through a modem or an older browser version, as it is through a screen reader or voice activator. Adopting this approach ensures that the Common Look and Feel standards remain relevant as cellular and digital technologies become more widespread and new communication technologies emerge.

The Common Look and Feel for the Internet is an enabler for the Government On-Line initiative as it supports the client-centred approach that lets Canadians acquire information and services on their terms, and according to their needs. A toolbox, best practices, and a self-assessment tool are available to help federal organizations comply with the standards.

## Management of Information

The Treasury Board Secretariat has led several Government On-Line-driven initiatives to guide federal departments and agencies on effective information management practices. These initiatives support the government's ongoing improvement in service delivery to Canadians via multiple channels, including on-line.

The Secretariat has been leading government-wide implementation of the Policy on the Management of Government Information<sup>(26)</sup> since the policy's release in 2003. It has developed the Management of Government Information Policy Implementation Strategy, including readiness indicators to allow departments and agencies to gauge their ability to meet policy requirements and to measure progress. The Secretariat also oversees the \$6M Government On-Line Management of Government Information Policy implementation fund to support projects that contribute to policy implementation and generate shareable information management practices. For more information see [http://www.tbs-sct.gc.ca/im-gi/implement/mgi-gig\\_e.asp](http://www.tbs-sct.gc.ca/im-gi/implement/mgi-gig_e.asp).

The Secretariat also developed the Framework for the Management of Information as a toolkit of authoritative and practical guidance for information management in the Government of Canada. The Secretariat, in collaboration with Library and Archives Canada and Public Works and Government Services Canada, has created the information management portal as a single point of access to information management resources for use in the government. For more information, see the Information Management Resource Centre ([http://www.tbs-sct.gc.ca/im-gi/index\\_e.asp](http://www.tbs-sct.gc.ca/im-gi/index_e.asp)) and the Information Management Portal ([http://www.informationmanagement.gc.ca/index\\_e.asp](http://www.informationmanagement.gc.ca/index_e.asp)).

In 2000, the Treasury Board Secretariat formed the Government On-Line Metadata Working Group to support implementation of the Common Look and Feel standard on metadata and to lead devel-

opment of a metadata framework for the Government of Canada. The Working Group has endorsed two Treasury Board Information and Technology Standards:

- the Dublin Core as the core metadata standard for electronic resource discovery;
- the principle of controlled vocabulary in the management of electronic information.

The Government of Canada Metadata Framework<sup>(23)</sup> was released in 2003 and is evolving into work on a broader metadata strategy for the Government of Canada, a field in which Canada is a world leader.

Work on the implementation of the Policy on the Management of Government Information, the Framework for the Management of Information<sup>(15)</sup>, and the metadata strategy supports the overarching Government of Canada Information Management Program Transformation Initiative<sup>(16)</sup>. The Information Management Program will provide an infrastructure of information management services to support the government in responsible stewardship of information assets, transparency of decisions, availability of information to achieve program and service outcomes, and compliance with information management policies and legislation.

## Official Languages

Since 1999, the Office of the Commissioner of Official Languages has insisted that the Government of Canada works to bridge the digital divide separating English-speaking Canadians from French-speaking Canadians on-line. For more than five years, the Commissioner has also emphasized that the deployment of Government On-Line must respect the language rights of Canadian citizens and employees of the Government of Canada.

### Official Language Act

In the study entitled "Bridging the Digital Divide:

Official Languages on the Internet” released in September 2005<sup>(10)</sup>, the Commissioner of Official Languages, Dr. Dyane Adam, indicates that “Government On-Line has undoubtedly been a remarkable success, and the Government of Canada has received numerous international awards that bear witness to this success.”

The study draws attention to the major accomplishments of the Government On-Line initiative. “Government Web sites are full of useful information in both official languages”.

It emphasizes the fact that the proportion of French language Internet content has increased in recent years, thanks to Canadian Heritage which set linguistic criteria for the allocation of funds, and created and launched a bilingual on-line cultural gateway to Canada, *Culture.ca*. Canadian Heritage considerably increased its budget allocation for the digitization of Canadian cultural content in French.

It also points out the success of the Department of Foreign Affairs in persuading some foreign embassies (including those of the United States and China), foreign missions and international organizations to make their electronic sites bilingual.

### Directive on the Use of Official Languages

The Directive on the Use of Official Languages on Web Sites, effective July 2005, ([http://www.tbs-sct.gc.ca/pubs\\_pol/hrpubs/OffLang/duolw-dulow\\_e.asp](http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/OffLang/duolw-dulow_e.asp)) states that the “Web site of an institution respects the institution’s linguistic obligations regarding communications with and services to the public, as well as language of work. It reflects the equality of status of English and French. The English and French versions of a Web site of an institution are of equal quality and are available simultaneously.”

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.

## Privacy

Canadians expect their government to take its stewardship responsibilities for safeguarding their personal data and respecting their privacy very seriously. Given that federal organizations hold sensitive personal information about individual health, job history, financial status, and so on, citizens’ confidence in the government has tremendous impact on the take-up of its on-line services.

Government On-Line played a pivotal role in accelerating the development and implementation of a number of policy tools designed to help federal departments and agencies provide Canadians the assurance that their privacy is protected when they deal with the Government of Canada.

### Privacy Impact Assessment

The Privacy Impact Assessment Policy ([http://www.tbs-sct.gc.ca/pubs\\_pol/ciopubs/pia-pefr/siglist\\_e.asp](http://www.tbs-sct.gc.ca/pubs_pol/ciopubs/pia-pefr/siglist_e.asp)) puts into action the principles of the federal *Privacy Act* by providing federal departments and agencies with a consistent framework to identify and resolve privacy risks during the design or re-design of programs and services. In May 2002, the Government of Canada became the first national government to make privacy impact assessments mandatory.

Using privacy impact assessments, departments and agencies assess the impacts of a specific service delivery initiative on citizens’ privacy. As a corollary of the assessment, privacy concerns are clearly defined and addressed before the implementation of the service. This ensures that only the required personal information is collected, that departments and agencies have the authority to collect it under their legal mandate, that personal information is not used or divulged for unrelated

purposes, and that personal information is protected. To facilitate the process, an electronic assistant, the privacy impact assessment e-learning is available at [http://www.tbs-sct.gc.ca/pgol-pged/index\\_e.asp](http://www.tbs-sct.gc.ca/pgol-pged/index_e.asp). To promote a common understanding of the implementation of the policy, a privacy impact assessment internal audit guide<sup>(27)</sup> was published in June 2004.

A number of Government On-Line investment strategy projects took a leadership role in conducting privacy impact assessments prior to it becoming a policy. The Secure Channel also championed the Privacy Impact Assessment Policy and launched a privacy strategy that included iterative privacy impact assessments from its early conceptual stages to its current operational stages. This has resulted in a “privacy friendly” design from top-to-bottom and praise from the Privacy Commissioner of Canada on the creative approach taken in addressing many of the privacy risks associated with more conventional on-line client authentication models.

### Notice and Consent

The Government of Canada has produced guidelines ([http://www.tbs-sct.gc.ca/pgol-pged/nandc-aetc/intro\\_e.asp](http://www.tbs-sct.gc.ca/pgol-pged/nandc-aetc/intro_e.asp)) about obtaining informed notice and consent in an on-line environment to ensure transparency with regard to the collection and use of personal information.

The guidelines explain how best to inform Government of Canada Web site visitors about what will be done with any personal information they volunteer over the Internet to a government program. This includes informing visitors of the purpose for which their information is collected, how that information will be used, stored and disclosed, and how long the information will be kept.

The guidelines also explain how best to obtain consent from Web site visitors to use their personal information, before they submit it on a Government of Canada Web site. In addition to helping government institutions comply with the

above legislative requirements, the guidelines provide direction that can help build consumer trust and confidence in Government of Canada Web sites.

### Cookies

A cookie is a small text file placed on a visitor’s computer by a Web site in order to remember information. Since cookies have the ability to store or index personal information, their use can carry legal implications in terms of privacy that are more serious than people realize. Also, cookies can pose a security risk if not used correctly.


The guidelines on cookies ([http://www.tbs-sct.gc.ca/pgol-pged/cookies-temoins/cookies-temoins00\\_e.asp](http://www.tbs-sct.gc.ca/pgol-pged/cookies-temoins/cookies-temoins00_e.asp)) provide direction on their use and other similar technologies to Web site developers and administrators, program and service content managers, privacy coordinators and other relevant Government of Canada officials involved in providing services on-line.

The guidelines are designed to complement the existing legislative and policy framework, including the *Privacy Act* and Common Look and Feel for the Internet Standards<sup>(3)</sup>, that outline requirements for Government of Canada Web sites to provide Privacy Notices including a mandatory statement about the use of cookies.

### Security

Canadians expect that the information they entrust to the Government of Canada will not be modified or accessed without their permission. To live up to its citizens’ expectations, the policy and technology framework that protects security has been modified where needed to support on-line





service delivery. As government works to build and strengthen the electronic channel, security safeguards need to match the sensitivity of the transactions.

On the security front, updated information technology security standards are a critical component of the Government of Canada's revised Government Security Policy, ([http://www.tbs-sct.gc.ca/pubs\\_pol/gospubs/TBM\\_12A/gsp-psg\\_e.html](http://www.tbs-sct.gc.ca/pubs_pol/gospubs/TBM_12A/gsp-psg_e.html)) which was updated in February 2002 and of the Management of Information Technology Security Standard<sup>(22)</sup>, which was published in 2004. The Government Security Policy takes important new directions, calling on departments and agencies to meet baseline security requirements, to engage in continuous security risk management and to ensure continuous service delivery.

The government is reviewing compliance plans submitted by all departments and agencies in the summer of 2005 and is now working on a comprehensive INFORMATION TECHNOLOGY SECURITY Strategy to design a Government of Canada-wide program to ensure better information technology security for the government.

### Public Key Infrastructure

The public key infrastructure assures the recipient of an electronic message or a party involved in an on-line transaction of the following:

- confidentiality: no one else can read the message or the content of the transaction;
- authentication: the message was sent by the person identified as having sent it, or the parties in the transaction are those identified as involved in it;
- data integrity: the message or the content of the transaction was not modified;
- traceability: the person who sent the message or is party to a transaction cannot realistically deny it or repudiate

their participation.

The Treasury Board Secretariat, in collaboration with departments and agencies, provincial counterparts, and other stakeholders, has developed a policy for the management of the public key infrastructure in the Government of Canada ([http://www.tbs-sct.gc.ca/pubs\\_pol/ciopubs/PKI/pki\\_e.asp](http://www.tbs-sct.gc.ca/pubs_pol/ciopubs/PKI/pki_e.asp)).

The Public Key Infrastructure Policy ([http://www.tbs-sct.gc.ca/pubs\\_pol/ciopubs/PKI/siglist\\_e.asp](http://www.tbs-sct.gc.ca/pubs_pol/ciopubs/PKI/siglist_e.asp)), along with other policies that deal with cross-certification, has earned Canada an international reputation as a world leader in public key infrastructure policy development. The government took a critical step forward when it extended the reach of the public key infrastructure to Canadians. The development and application of a comprehensive public access strategy puts a broad range of government programs and services within the reach of its citizens.

The Public Key Infrastructure Policy will be amended to become a technology standard under the authority of the Government Security Policy. In this context, the Treasury Board Secretariat is also exploring a Government of Canada-wide direction and strategy on identity management to include supporting technologies such as Public Key Infrastructure, authentication mechanisms and biometrics.



## Central Funding for the Government On-Line Initiative

*The whole Government On-Line initiative was a catalyst to create momentum for e-service delivery. Projects were selected during the course of six allotment rounds according to pre-defined criteria to support specific objectives like advancing electronic service delivery policy, envisioning the long term client experience, stepping up inter-jurisdictional collaboration, etc.*

The project coordination was first performed from the Secretariat of the Treasury Board, then from the Department of Public Works and Government Services Canada following the transfer of responsibilities in December 2003. Departments and agencies submitted proposals to obtain funding for their projects in order to complement internal and partners' funding. The coordination comprised numerous functions including:

- ensuring alignment of projects allocated central funding with the Government of Canada priorities and policies;
- devising criteria to allocate funds to projects supporting the Government On-line objectives and principles, in particular client-centricity, horizontality (partnership with other federal departments and agencies), and inter-jurisdictional undertakings (partnering with provincial, territorial or municipal administrations);
- planning and implementing the management of the funding processes and related activities;
- monitoring, assessing and reporting on the progress of projects that were allocated central funding;
- intervening pro-actively to address issues as they arise;
- tightening the follow-up and control on projects where risks warranted such action;
- informing and supporting the Government On-line community on the use of the Enhanced Management Framework (the Government of Canada approach to project and risk management).

The project coordination role was accomplished with few resources (a core of six analysts at the height of the initiative) and was well perceived by the Government On-line community who understood its purpose and bestowed their support and collaboration. The Auditor General praised the approach in its 2003 report.

# Central Funding

Component	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	Total
Common Secure Infrastructure	\$32,490,000	\$110,733,000	\$115,731,000	\$136,900,000	\$79,410,000	\$0	\$475,264,000
Gateways and Subject/Audience Portals	\$5,341,000	\$23,945,000	\$16,400,000	\$17,745,000	\$16,400,000	\$14,855,000	\$94,686,000
On-line Service Delivery	\$8,672,000	\$89,216,000	\$48,235,000	\$58,026,000	\$35,991,000	\$22,347,000	\$262,487,000
Policies and Standards	\$5,063,000	\$500,000	\$13,000,000	\$13,000,000	\$11,500,000	\$4,500,000	\$47,563,000
<b>Grand Total</b>	<b>\$51,566,000</b>	<b>\$224,394,000</b>	<b>\$193,366,000</b>	<b>\$225,671,000</b>	<b>\$143,301,000</b>	<b>\$41,702,000</b>	<b>\$880,000,000</b>

## Allocation of Central Funds by Department/Agency, (as known at the time) Component and Projects (as of December 20, 2005)

DEPARTMENT	Component	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	Total
<b>Agriculture and Agri-Food Canada</b>								
	Gateways and Subject/Audience Portals		\$4,939,000	\$400,000		\$75,000	\$75,000	\$5,489,000
	On-line Service Delivery		\$612,000	\$400,000				\$1,012,000
			\$4,327,000			\$75,000	\$75,000	\$4,477,000
<b>Canada Customs and Revenue Agency</b>		\$3,345,000	\$15,330,000	\$15,029,000	\$14,803,000			\$48,507,000
	On-line Service Delivery	\$3,345,000	\$15,330,000	\$15,029,000	\$14,803,000			\$48,507,000
<b>Canada Revenue Agency</b>						\$6,153,000	\$2,807,000	\$8,960,000
	On-line Service Delivery					\$6,153,000	\$2,807,000	\$8,960,000
<b>Canadian Economic Development Agency for Quebec Regions</b>			\$25,000				\$55,000	\$80,000
	On-line Service Delivery		\$25,000				\$55,000	\$80,000
<b>Canadian Food Inspection Agency</b>						\$56,000	\$20,000	\$76,000
	On-line Service Delivery					\$56,000	\$20,000	\$76,000
<b>Canadian Heritage</b>		\$90,000	\$2,481,000	\$240,000	\$683,000	\$416,000		\$3,910,000
	Gateways and Subject/Audience Portals		\$400,000	\$40,000	\$283,000	\$416,000		\$1,139,000
	On-line Service Delivery	\$90,000	\$2,081,000	\$200,000	\$400,000			\$2,771,000
<b>Canadian Institutes of Health Research</b>			\$352,000					\$352,000
	Gateways and Subject/Audience Portals		\$132,000					\$132,000
	On-line Service Delivery		\$220,000					\$220,000

# Central Funding

DEPARTMENT	Component	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	Total
Canadian International Trade Tribunal						\$68,000	\$68,000	\$136,000
	On-line Service Delivery					\$68,000	\$68,000	\$136,000
Canadian Transportation Accident Investigation and Safety Board						\$140,000		\$140,000
	On-line Service Delivery					\$140,000		\$140,000
Citizenship and Immigration Canada		\$161,000	\$1,433,000	\$1,730,000	\$800,000	\$382,000	\$675,000	\$5,181,000
	Gateways and Subject/Audience Portals		\$1,155,000	\$400,000	\$300,000	\$382,000	\$675,000	\$2,912,000
	On-line Service Delivery	\$161,000	\$278,000	\$1,330,000	\$500,000			\$2,269,000
Commissioner for Federal Judicial Affairs (Office of)						\$50,000		\$50,000
	On-line Service Delivery					\$50,000		\$50,000
Commissioner of Official Languages						\$50,000		\$50,000
	On-line Service Delivery					\$50,000		\$50,000
Communication Canada			\$3,970,000	\$2,915,000	\$100,000	\$100,000		\$6,985,000
	Gateways and Subject/Audience Portals		\$2,970,000	\$1,615,000				\$4,585,000
	On-line Service Delivery		\$1,000,000	\$1,300,000	\$100,000			\$2,400,000
Correctional Service Canada						\$94,000	\$50,000	\$144,000
	On-line Service Delivery					\$94,000	\$50,000	\$144,000
Environment Canada			\$1,000,000	\$20,000		\$878,000	\$2,106,000	\$4,004,000
	Gateways and Subject/Audience Portals		\$1,000,000	\$20,000				\$1,020,000
	On-line Service Delivery					\$878,000	\$2,106,000	\$2,984,000
Federal Court of Canada		\$50,000	\$150,000					\$200,000
	On-line Service Delivery	\$50,000	\$150,000					\$200,000
Finance Canada							\$50,000	\$50,000
	On-line Service Delivery						\$50,000	\$50,000
Fisheries and Oceans Canada						\$84,000	\$30,000	\$114,000
	On-line Service Delivery					\$84,000	\$30,000	\$114,000
Foreign Affairs and International Trade		\$431,000	\$5,535,000	\$3,270,000	\$4,153,000	\$5,528,000	\$1,917,000	\$20,834,000
	Gateways and Subject/Audience Portals	\$402,000	\$2,932,000	\$2,370,000	\$1,929,000			\$7,633,000
	On-line Service Delivery	\$29,000	\$2,603,000	\$900,000	\$2,224,000	\$5,528,000	\$1,917,000	\$13,201,000

# Central Funding

DEPARTMENT	Component	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	Total
Foreign Affairs Canada	Gateways and Subject/Audience Portals					\$3,853,000	\$2,505,000	\$6,358,000
	On-line Service Delivery					\$1,520,000	\$2,210,000	\$3,730,000
						\$2,333,000	\$295,000	\$2,628,000
Health Canada	Gateways and Subject/Audience Portals	\$790,000	\$7,501,000	\$3,615,000	\$3,970,000	\$5,590,000	\$75,000	\$21,541,000
	On-line Service Delivery	\$1,672,000	\$500,000					\$2,172,000
	Gateways and Subject/Audience Portals	\$790,000	\$5,829,000	\$3,115,000	\$3,970,000	\$5,590,000	\$75,000	\$19,369,000
Human Resources and Skills Development Canada	Gateways and Subject/Audience Portals					\$2,350,000		\$2,350,000
	On-line Service Delivery					\$1,900,000		\$1,900,000
						\$450,000		\$450,000
Human Resources Development Canada	Gateways and Subject/Audience Portals	\$1,879,000	\$32,194,000	\$18,650,000	\$20,581,000			\$73,304,000
	On-line Service Delivery	\$328,000	\$7,203,000	\$3,650,000	\$5,081,000			\$16,262,000
	Gateways and Subject/Audience Portals	\$1,551,000	\$24,991,000	\$15,000,000	\$15,500,000			\$57,042,000
Indian and Northern Affairs Canada	Gateways and Subject/Audience Portals	\$3,300,000	\$1,973,000	\$450,000				\$7,986,000
	On-line Service Delivery	\$3,300,000	\$300,000	\$348,000				\$1,098,000
	Gateways and Subject/Audience Portals	\$1,963,000	\$1,625,000					\$6,888,000
Industry Canada	Gateways and Subject/Audience Portals	\$1,407,000	\$7,886,000	\$3,000,000	\$6,010,000	\$5,962,000	\$8,764,000	\$33,029,000
	On-line Service Delivery	\$782,000	\$2,007,000	\$2,800,000	\$2,854,000	\$3,359,000	\$3,395,000	\$15,197,000
	Gateways and Subject/Audience Portals	\$625,000	\$5,879,000	\$200,000	\$3,156,000	\$2,603,000	\$5,369,000	\$17,832,000
International Trade Canada	Gateways and Subject/Audience Portals					\$565,000	\$1,180,000	\$1,745,000
	On-line Service Delivery					\$565,000		\$1,120,000
							\$625,000	\$625,000
Justice Canada	Gateways and Subject/Audience Portals	\$1,360,000	\$2,636,000	\$2,997,000				\$7,122,000
	On-line Service Delivery	\$660,000	\$65,000					\$725,000
	Gateways and Subject/Audience Portals	\$700,000	\$2,571,000	\$2,997,000				\$6,397,000
Library and Archives Canada	Gateways and Subject/Audience Portals					\$250,000	\$1,098,000	\$1,348,000
	On-line Service Delivery					\$250,000		\$1,348,000
								\$32,300,000
National Defence - Communication Security Establishment	Common Secure Infrastructure	\$5,565,000	\$10,335,000	\$10,050,000	\$6,350,000			\$32,300,000
	Gateways and Subject/Audience Portals	\$300,000	\$200,000	\$555,000				\$2,141,000
	On-line Service Delivery	\$300,000	\$200,000	\$555,000				\$1,080,000
Natural Resources Canada	Gateways and Subject/Audience Portals					\$856,000	\$230,000	\$1,086,000
	On-line Service Delivery					\$525,000		\$1,080,000
						\$331,000	\$230,000	\$1,061,000

# Central Funding

DEPARTMENT	Component	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	Total
Parks Canada Agency	On-line Service Delivery		\$850,000					\$850,000
	Public Safety and Emergency Preparedness Canada		\$850,000					\$850,000
Public Safety and Emergency Preparedness Canada	Gateways and Subject/Audience Portals			\$300,000				\$300,000
	Public Works and Government Services Canada			\$300,000				\$300,000
Public Works and Government Services Canada	Common Secure Infrastructure	\$21,069,000	\$89,330,000	\$98,007,000	\$124,810,000	\$87,346,000	\$9,883,000	\$430,445,000
	Gateways and Subject/Audience Portals	\$15,641,000	\$69,294,000	\$93,830,000	\$117,050,000	\$73,798,000		\$369,613,000
	On-line Service Delivery	\$3,622,000	\$3,600,000	\$1,200,000	\$2,862,000	\$2,883,000	\$3,158,000	\$17,325,000
	Policies and Standards	\$1,806,000	\$16,436,000	\$2,977,000	\$4,898,000	\$2,963,000	\$3,930,000	\$33,010,000
Royal Canadian Mounted Police	On-line Service Delivery	\$225,000	\$338,000		\$7,702,000			\$10,497,000
	Social Development Canada	\$225,000	\$338,000					\$563,000
Social Development Canada	Gateways and Subject/Audience Portals			\$3,808,000				\$8,670,000
	On-line Service Delivery			\$3,058,000				\$7,920,000
Solicitor General	On-line Service Delivery			\$750,000				\$750,000
	Gateways and Subject/Audience Portals		\$501,000	\$15,000	\$535,000			\$1,051,000
Statistics Canada	On-line Service Delivery		\$200,000	\$15,000	\$535,000			\$750,000
	Gateways and Subject/Audience Portals	\$55,000	\$3,157,000	\$1,600,000	\$1,800,000	\$3,056,000	\$1,104,000	\$10,772,000
Supreme Court of Canada	On-line Service Delivery	\$55,000	\$554,000					\$814,000
	Gateways and Subject/Audience Portals		\$2,603,000	\$1,600,000	\$1,800,000	\$2,851,000	\$1,104,000	\$9,958,000
Transport Canada	On-line Service Delivery		\$375,000					\$375,000
	Treasury Board Secretariat			\$300,000				\$300,000
Treasury Board Secretariat	On-line Service Delivery	\$16,347,000	\$31,604,000	\$25,721,000	\$30,253,000	\$11,395,000	\$1,873,000	\$117,193,000
	Common Secure Infrastructure	\$11,284,000	\$31,104,000	\$11,851,000	\$13,500,000	\$5,612,000		\$73,351,000
	Gateways and Subject/Audience Portals			\$870,000				\$1,670,000
	On-line Service Delivery			\$2,953,000		\$1,985,000	\$168,000	\$5,106,000
Veterans Affairs Canada	Policies and Standards	\$5,063,000	\$500,000	\$13,000,000	\$13,000,000	\$3,798,000	\$1,705,000	\$37,066,000
	Gateways and Subject/Audience Portals	\$152,000	\$3,818,000	\$2,950,000	\$2,483,000	\$3,317,000	\$2,275,000	\$14,995,000
Grand Total	On-line Service Delivery	\$152,000	\$1,818,000	\$800,000	\$583,000	\$837,000		\$4,190,000
	Gateways and Subject/Audience Portals	\$2,000,000	\$2,150,000	\$1,900,000	\$1,900,000	\$2,480,000	\$2,275,000	\$10,805,000
		\$51,566,000	\$224,394,000	\$193,366,000	\$225,671,000	\$143,301,000	\$41,702,000	\$880,000,000







## On-Line! On-Line! 130 Most Commonly Used Services

*Through the Government On-Line initiative, the Government of Canada has delivered on its commitment – one-hundred and thirty of the most commonly used services are available on-line. Some of these on-line offerings are complete end-to-end transactions, while some automate portions of transactions, thereby saving time and improving the accuracy of the data entered. Examples include on-line benefit applications and income tax reporting. Other on-line services facilitate access to a full suite of applicable services that help clients meet their needs, including those delivered via other channels and by other governments. This increases the citizen’s ability to call the right provider for more information or to arrange appointments to meet officials in person. Canadians, businesses and non-Canadians are able to access government on-line information and services at the time and place of their choosing, and in the official language of their choice.*

### Most Commonly Used Services

In 2002, participating departments and agencies were asked to define their services most suitable for on-line delivery; to indicate if their services were informational or transactional in nature; and to determine what maturity level (see next section for a description) could be reached in 2005. The average target maturity level for all 130 services is now 6.5, which exceeds the 6.4 target that was set in 2002. The vast majority (122) of services have reached their target maturity level – 11 have exceeded it and 8 did not reach it.

As a result of the Government On-Line initiative, public sector organizations are working more collaboratively within levels of government and more efficiently to provide valuable service offerings to citizens and businesses. In 2005, 123 Government On-Line services reported that they were integrating across federal departments, compared to 111 in 2003. Interestingly, 81 services had achieved some level of integration with other jurisdictions. The following table below provides a list of services with information on maturity level, volume of clients per channel, and so on.

# Most Commonly Used Services

DEPARTMENT	SERVICE	SERVICE TYPE	2005 SERVICE MATURITY LEVEL	TOTAL NUMBER OF CLIENTS IN 2005*					PERCENTAGE OF CLIENTS COMPLETING TRANSACTIONS BY CHANNEL IN 2005*					TOTAL VOLUME OF CLIENT-GOVERNMENT INTERACTIONS BY CHANNEL IN 2005						
				INTERNET	PHONE/IVR	PHONE-AGENT	IN-PERSON	MAIL	INTERNET	PHONE/IVR	PHONE-AGENT	IN-PERSON	MAIL	INTERNET	PHONE/IVR	PHONE-AGENT	IN-PERSON	MAIL		
Agriculture and Agri-Food Canada																				
	Agri-Food Trade	Informational	8.0																	3,608
	Business Risk Management	Informational	4.0																	1,904
	Food Safety and Quality	Informational	3.0																	-
	National Land and Water Information Service	Informational	3.0																	-
	Science Research and Development	Informational	7.0																	-
Atlantic Canada Opportunities Agency																				
	<b>Grants and Contributions Funding</b>	<b>Transactional</b>	<b>8.0</b>	<b>22,000</b>	<b>80</b>	<b>0</b>	<b>5</b>	<b>10</b>	<b>5</b>	<b>508,000</b>	<b>-</b>	<b>62,000</b>	<b>31,000</b>	<b>19,000</b>						
	Information Sharing & Exchange	Informational	8.0																	
Canada Border Services Agency																				
	<b>Border Services</b>	<b>Transactional</b>	<b>8.0</b>	<b>95,005,328</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>52,706</b>	<b>-</b>	<b>52,706</b>	<b>52,706</b>	<b>52,706</b>						
	Management of Access to Canada	Informational	4.0																	
Canada Economic Development for Quebec Regions																				
	<b>Financial Programs for SME</b>	<b>Transactional</b>	<b>5.0</b>	<b>11,100</b>	<b>15</b>	<b>0</b>	<b>45</b>	<b>25</b>	<b>15</b>	<b>618,092</b>	<b>-</b>	<b>211,917</b>	<b>44,149</b>	<b>8,830</b>						
	Information Services for SME	Informational	6.5																	
Canada Firearms Centre																				
	<b>Canadian Firearms Program</b>	<b>Transactional</b>	<b>8.0</b>	<b>482,551</b>	<b>33</b>	<b>3</b>	<b>19</b>	<b>0</b>	<b>45</b>											
Canada Revenue Agency																				
	<b>Business Tax</b>	<b>Transactional</b>	<b>8.0</b>	<b>7,190,555</b>	<b>14</b>	<b>2</b>	<b>1</b>	<b>12</b>	<b>70</b>											
	Charities	Transactional	4.0	81,753	43	0	11	0	47											
	<b>Family and Individual Benefits</b>	<b>Transactional</b>	<b>7.0</b>	<b>15,000,000</b>	<b>7</b>	<b>42</b>	<b>36</b>	<b>0</b>	<b>15</b>											
	Individual Tax	Transactional	8.0	28,808,188	42	3	0	5	51											
	<b>Redress Services</b>	<b>Transactional</b>	<b>7.0</b>	<b>56,889</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>97</b>											
	Rulings	Transactional	4.0	7,199	11	0	0	0	89											
Canada School of Public Service																				
	Campusdirect	Informational	8.0																	
Canadian Heritage																				
	Active Citizenship and Civic Participation	Informational	6.0																	
	Canadian Content (Knowledge and Information)	Informational	6.0																	
	Cultural Participation and Engagement	Informational	7.0																	
	<b>Financial Support Programs</b>	<b>Transactional</b>	<b>5.0</b>	<b>4,100</b>																
Canadian International Development Agency																				
	Policy Development and Consultation	Informational	7.5																	
	<b>Program Delivery</b>	<b>Transactional</b>	<b>6.2</b>	<b>775</b>																
	Web Based Program and Policy Information	Informational	6.0																	
Citizenship and Immigration Canada																				
	<b>Integration of Newcomers into Canadian Society</b>	<b>Transactional</b>	<b>4.0</b>	<b>411,478</b>																
	Protection of Refugees and Others in Need of Resettlement	Transactional	3.0	36,296																
	<b>Selection of Immigrants and Visitors to Canada</b>	<b>Transactional</b>	<b>7.2</b>	<b>1,527,797</b>																
Environment Canada																				
	Information on Air Quality and Pollutants	Informational	6.0																	

# Most Commonly Used Services

DEPARTMENT	SERVICE	SERVICE TYPE	2005 SERVICE MATURITY LEVEL	TOTAL NUMBER OF CLIENTS IN 2005*	PERCENTAGE OF CLIENTS COMPLETING TRANSACTIONS BY CHANNEL IN 2005*					TOTAL VOLUME OF CLIENT-GOVERNMENT INTERACTIONS BY CHANNEL IN 2005					
					INTERNET	PHONE-AGENT	IN-PERSON	MAIL	IN-PERSON	INTERNET	PHONE-AGENT	IN-PERSON	MAIL		
Finance Canada	<b>Regulations and Permits</b>	Transactional	7.0	3,500	95	0	0	5	-	-	-	-	-	-	
	Water	Informational	6.0						900,000	500	100	2,000			
	Weather Information	Informational	7.0						180,033,000	27,000	1,000	13,000			
	Budget Information	Informational	7.0						834,985	300	-	-			
	Consultations Information	Informational	7.0						400	-	-	1			
	Finance Legislation Information	Informational	5.0						98	-	-	2			
	Other Information Updates	Informational	7.0												
	Tariff Policy Information	Informational	7.0												
	Tax Policy Information	Informational	7.0												
	Fisheries and Oceans Canada	Fisheries and Oceans Portal	Informational	6.0						225,000	-	-	-		
<b>Licensing</b>		Transactional	6.0	460,000	1	1	0	98	0						
Maritime Safety Information		Informational	4.0												
Understanding Canada's Waters and Aquatic Resources		Informational	6.0						194,000	4,000	1,000	1,000			
Assistance to Canadians Abroad		Informational	6.0						830,000	-	1,030,000	1,250,000	2,800		
<b>Passport Services</b>		Transactional	6.0	3,053,529	0	0	0	83	17						
Health Canada	Public Diplomacy On-line Services	Informational	6.0						3,600,000	-	-	-			
	First Nations and Inuit Health	Informational	7.5						1,780,368	27,141	423,549	52,290	418,320		
	Health Information and Knowledge Management	Informational	6.0						22,919,652	3,600	36,000	450	60,000		
	Health Promotion	Informational	6.0						95,839,000	-	-	-	-		
	Health Protection	Informational	7.0												
	Canada Education Savings Grants	Informational	4.7						121,000	2,000	25,000	-	1,000		
Human Resources and Skills Development Canada	<b>Canada Student Loans Program</b>	Transactional	5.2	345,000	0	0	0	100							
	<b>Employment Insurance Services for Individuals</b>	Transactional	9.0	1,870,000	85	0	3	10	2						
	<b>Employment Services</b>	Transactional	5.2	2,202,000	96	1	2	1	0						
	<b>Federal Mediation and Conciliation Services</b>	Transactional	7.0	4,000	25	0	0	0	75						
	<b>Labour Transaction Services</b>	Transactional	6.0	8,500	80	0	0	13	7						
	<b>National Homelessness Initiative</b>	Transactional	4.0	779	19	0	0	0	81						
	<b>Record of Employment on the Web</b>	Transactional	9.0	20,000	50	0	0	0	50						
	<b>Social Insurance Number</b>	Transactional	5.0	1,500,000	0	1	0	90	9						
	Indian and Northern Affairs Canada	Aboriginal Employment	Transactional	8.0	12,000	85	0	5	5	5					
		Environmental Management and	Transactional	6.0	200	90	0	0	5	5					

# Most Commonly Used Services

DEPARTMENT	SERVICE	SERVICE TYPE	2005 SERVICE MATURITY LEVEL	TOTAL NUMBER OF CLIENTS IN 2005*	PERCENTAGE OF CLIENTS COMPLETING TRANSACTIONS BY CHANNEL IN 2005*					TOTAL VOLUME OF CLIENT-GOVERNMENT INTERACTIONS BY CHANNEL IN 2005					
					INTERNET	PHONE-AGENT	IN-PERSON	MAIL	INTERNET	PHONE-AGENT	IN-PERSON	MAIL			
Industry Canada	Protection First Nations and Inuit Transfer Payments	Transactional	5.0	2,000	5	0	60	15	20						
	Indian Registration / Certificate of Indian Status	Transactional	5.0	148,000	85	0	0	10	5						
	Land Management	Transactional	8.0	3,000	90	0	0	5	5						
	Northern Environmental Management and Protection	Informational	5.0							29,000	-	600	200	200	
	Northern Natural Resource Management	Transactional	6.0	8,000	80	0	10	5	5						
	Northern Science and Technology and Circumpolar Liaison	Transactional	8.0	1,000	100	0	0	0	0						
	Online Access to Corporate Information	Informational	6.0							800,000	-	28,000	250	250	
	Aboriginal Business Development Program	Transactional	7.0	700	35	0	0	15	50						
	Bankruptcy and Insolvency	Transactional	8.0	107,200	70	0	5	1	24						
	Business Intelligence Products - Strategis	Informational	8.0							17,107,334	-	12,000	-	13,500	
	Canadian Business Service Centres	Informational	8.0												
	Canada Small Business Financing Program	Transactional	3.0	800	0	0	0	0	100						
	Canadian Intellectual Property Office	Transactional	8.0	120,000	30	0	0	0	70						
	Competition Bureau	Transactional	7.0	60,000	23	0	75	0	2						
	Consumer Services	Informational	8.0							655,037	-	180	-	-	
Corporate Name Search System	Informational	9.0							180,000	-	-	-	-		
Federal Economic Development Initiative in Northern Ontario	Transactional	7.0	600	20	0	0	20	60							
Federal Incorporations	Transactional	9.0	120,000	63	0	0	3	34							
Filings Under the Investment Canada Act	Transactional	8.0	560	0	0	0	0	100							
Information Highway Applications	Informational	6.0							339,500	-	3,500	3,500	3,500		
Lobbyists Remote Registration System	Transactional	8.0	3,000	99		1									
Measurement Canada	Transactional	7.0	2,600	35	0	55	0	10							
Radiofrequency Spectrum Licensing and Certification	Transactional	8.0	71,898	41	0	0	1	58							
Technology Partnerships Canada	Transactional	7.0	400	0	0	0	20	80							
Export/Import Controls Systems	Transactional	9.0	175	100											
Virtual Trade Commissioner - Electronic Client Relationship Management	Transactional	8.0	80,000	90	0	0	6	4							

# Most Commonly Used Services

DEPARTMENT	SERVICE	SERVICE TYPE	2005 SERVICE MATURITY LEVEL	TOTAL NUMBER OF CLIENTS IN 2005*	PERCENTAGE OF CLIENTS COMPLETING TRANSACTIONS BY CHANNEL IN 2005*					TOTAL VOLUME OF CLIENT-GOVERNMENT INTERACTIONS BY CHANNEL IN 2005				
					INTERNET	PHONE-AGENT	IN-PERSON	MAIL	PHONE-AGENT	INTERNET	PHONE-AGENT	IN-PERSON	MAIL	
Justice Canada														
	Central Registry of Divorce Proceedings	Transactional	3.0	220	10	0	0	0	90					
	Family Orders and Agreements Enforcement Assistance	Transactional	7.0	230,000	90	10	0	0	0					
	Garnishment to satisfy debts	Transactional	3.0	7,000	0	0	0	0	100					
	Legislation Information Management System	Informational	6.0							4,600,000				
	On-Line Public Participation	Informational	5.0											
National Defence														
	Canadian Forces Recruiting	Transactional	8.0	25,000	20	0	0	65	15					
	Communications	Informational	6.0							23,350,000	10,000	550,000	8,000	30,000
	Defence Related Emergency Management	Informational	5.0											
	Information Technology Security	Informational	5.0											
	Material Acquisition and Support	Transactional	6.0											
Natural Resources Canada														
	Access to NRCan's Information and Services	Informational	6.0											
	Geographical Applications : Maps, Satellite Images, Surveys, etc.	Informational	9.0											
	NRCan's Knowledge Products	Informational	5.7											
	Scientific & Technical Data and Publications	Informational	6.0											
Parks Canada Agency														
	Parks Canada On-Line Reservation and Ticketing System	Transactional	9.0	75,000	40	0	60	0	0					
Privy Council Office														
	Congratulatory Messages from the Prime Minister	Transactional	6.0	56,500	26	0	0	0	74					
	Prime Minister's Correspondence	Informational	5.0							1,138,500		17,500		594,000
	Privy Council Office Web Site	Informational	5.0											
Public Service Commission of Canada														
	Recruitment	Transactional	8.0	650,000	93	0	0	2	5					
Public Safety and Emergency Preparedness Canada														
	Critical Infrastructure Protection	Informational	6.0							850,000				
Public Works and Government Services Canada														
	Government of Canada Publications On-line	Informational	7.0							2,404,000		29,000		11,000
	Information and Communications Support	Informational	6.0							6,081,000				
	Linguistic and Multicultural Services	Transactional	7.0	45,000	97	0	1	2	0					

# Most Commonly Used Services

DEPARTMENT	SERVICE	SERVICE TYPE	2005 SERVICE MATURITY LEVEL	TOTAL NUMBER OF CLIENTS IN 2005*	PERCENTAGE OF CLIENTS COMPLETING TRANSACTIONS BY CHANNEL IN 2005*					TOTAL VOLUME OF CLIENT-GOVERNMENT INTERACTIONS BY CHANNEL IN 2005				
					INTERNET	PHONE/VR	PHONE-AGENT	IN-PERSON	MAIL	INTERNET	PHONE/VR	PHONE-AGENT	IN-PERSON	MAIL
<b>Online</b>														
	Procurement and Disposal	Transactional	7.0	1,995,500	92	0	6	2	0					
	Public Service Compensation	Transactional	8.0	517,000	35	0	57	2	6					
	Real Property Services Delivery	Transactional	8.0	5,000	75	0	24	1	0					
	Receiver General	Transactional	8.0	335	100	0	0	0	0					
<b>Royal Canadian Mounted Police</b>														
	Community, Contract & Aboriginal Policing	Informational	6.0							401,500	-	-	-	
<b>Federal Policing</b>														
	National Police Services	Informational	6.0											
	Resource and Information Management	Informational	4.0											
<b>Social Development Canada</b>														
	Canada Pension Plan	Transactional	7.7	2,456,675	13	0	41	4	42					
	Old Age Security Pensions	Transactional	7.5	1,696,837	4	0	52	3	40					
<b>Statistics Canada</b>														
	Collection	Transactional	8.0											
	Communications and Dissemination	Informational	9.0											
	Stakeholder Relationships	Informational	5.0											
<b>Transport Canada</b>														
	Transportation - Licensing, Permitting, Certification Services	Transactional	7.0	154,515	15	0	0	0	85				75	
	Transportation Awareness	Informational	7.0							85,000	-	-	-	
<b>Treasury Board of Canada, Secretariat</b>														
	Information on the Management of the Federal Government	Informational	6.5							150,209,315	-	9,000	8,500	
<b>Veterans Affairs Canada</b>														
	Canada Remembers	Informational	6.0							1,200,000	-	-	2,264,000	
	Pensions and Allowances, and Health Care	Transactional	7.3	400,000	11	0	69	3	17				1,500	
<b>Western Economic Diversification Canada</b>														
	Grants and Contributions Funding Service	Transactional	8.0	1,854	80	0	5	10	5					
	Information Sharing and Exchange Service	Informational	6.0							3,874,560	-	72,348	115,395	
	<b>TOTAL AVERAGE</b>		<b>6.5</b>	<b>167,171,886</b>	<b>546,695,536</b>	<b>30,042,741</b>	<b>2,910,116</b>	<b>3,923,911</b>	<b>1,247,270</b>					

\* Client and channel distribution data has been aggregated at the service level. Aggregated numbers exclude service sub-component data where either client or channel distribution data was not available.

## Service Maturity Levels

### Maturity Levels for Information Services

#### Publish basic information (push)

1. Web presence: Summary information about the service is available on-line, e.g., a general description of the service.
2. Basic reference: Some basic documents relating to the service are on-line, e.g., policies.
3. Reasonably complete reference: A reasonably complete set of basic documents is available on-line and the on-line information is well managed, accurate and up to date.

#### Customize information holdings (push/pull)

4. Deepening of holdings: There is an emphasis on making information available to clients that is difficult to access through off-line sources.
5. Segmentation: Clients are segmented into sub-groups, and information is tailored for them based on a broad range of user characteristics.
6. Interactive tools: Clients can use interactive tools to receive customized information on-line. Live and automatic navigational aids facilitate the use of on-line services, where appropriate.

#### Provide client-defined access to information (pull)

7. Customized profiles: Individual clients can establish multiple profiles on-line and, subject to privacy guidelines, receive information based on these profiles.
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.

### Maturity Levels for Transactional Services

#### Publish (passive/passive)

1. Web presence: Summary information about the service is available on-line, e.g., a general description of the service.
2. Basic reference: Some basic documents relating to the service are on-line, e.g., policies.
3. Reasonably complete reference: A reasonably complete set of basic documents is available on-line and the on-line information is well managed, accurate and up to date.

#### 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.
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.
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.

#### Transact (active/active)

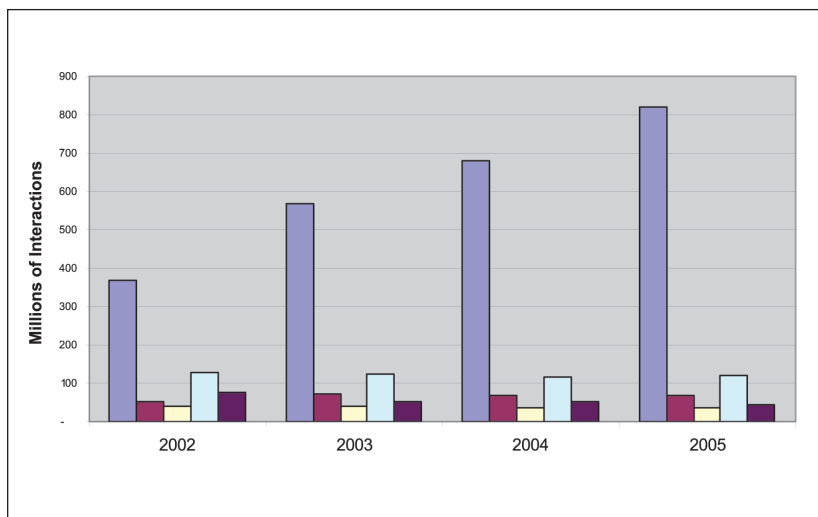
7. Partial completion: Clients can partially complete a binding transaction on-line (for example, complete an application on-line, but have to submit supporting documents off-line) or only some clients have access to the on-line service (for example, the service is being rolled out in phases).
8. Full 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 by e-mail.

## Interactions by channel

Ultimately, delivering user-centred services involves ensuring that the services are accessed and used by the clients for whom they are intended. It is important to market successfully the new service options and to communicate their benefits to Canadians. Understanding how clients respond and the patterns of use are critical issues to build trust and confidence in e-services. Canadians' interest in electronic service options is evident in the increased utilization of on-line informational

and transactional services by individuals and businesses. The percentage of service transactions completed on-line with the Government of Canada reached 30% in 2005, a 36% growth since 2002. Using on-line services is voluntary, therefore, clients are clearly experiencing advantages in conducting business with their government on-line. Additional benefits include a significant reduction in compliance costs for businesses, simplified transactions, and improved access and more timely service for individuals.

### Multi-channel Volumes



Data source: 130 most commonly used services filings as of October 26, 2005. Note: the volume of interactions for all services in 2001 is 469.3 million; 2002 is 661.8 million; 2003 is 856.0 million; 2004 is 951.5 million; and 2005 is 1.1 billion. Border Services have been included.



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