



Citizenship and  
Immigration Canada

Citoyenneté et  
Immigration Canada

# Evaluation of the Going to Canada Immigration Portal Initiative

Evaluation Division

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## List of acronyms

CA	Contribution Agreement
CAPAR	Canada's Action Plan Against Racism
CIC	Citizenship and Immigration Canada
COIA	Canada Ontario Immigration Agreement
DFAIT	Department of Foreign Affairs and International Trade
FCR	Foreign Credential Recognition
FPT	Federal and Provincial/Territorial
FQR	Foreign Qualifications Recognition
GoC	Government of Canada
GTC	Going to Canada (referring to the Going to Canada website)
GTC-IP	Going to Canada Immigration Portal
HRSDC	Human Resources and Skills Development Canada
IMTB	Information Management and Technology Branch (CIC)
IO	Internal Order
ISAP	Immigrant Settlement and Adaptation Program
LMI	Labour Market Information
LOU	Letter of Understanding
MIIO	Municipal Immigration Information Online
MOU	Memorandum of Understanding
OGD	Other Government Department
OMC	Operational Management Coordination Branch (CIC)
P/T	Provincial and Territorial
SPO	Service Provider Organization
WiC	Working in Canada (website)

## Executive summary

### The Going to Canada Immigration Portal initiative

The Government of Canada is committed to making the country a destination of choice for skilled immigrant workers and foreign students. As part of this mandate, the Government seeks to provide accurate, free, and accessible information that helps people make informed decisions about the immigration, employment, and settlement process. The 2005 Budget allocated funding for the development of an integrated and comprehensive Going to Canada Immigration Portal (GTC-IP), aimed at creating an authoritative access point for seamless online content and tools.

The Going to Canada Immigration Portal (GTC-IP) or simply, “the Portal,” consists of two interlinked websites: the Going to Canada (GTC) site ([www.goingtocanada.gc.ca](http://www.goingtocanada.gc.ca)), operated by Citizenship and Immigration Canada (CIC) and the Working in Canada (WiC) site ([www.workingincanada.gc.ca](http://www.workingincanada.gc.ca)), run by Human Resources and Skills Development Canada (HRSDC). As a separate entity from the CIC departmental website ([www.cic.gc.ca](http://www.cic.gc.ca)), the GTC-IP was envisioned as an organized gateway, helping to structure a dispersed and diverse collection of information specific to the needs of the target audience.

As part of a wider GTC-IP Initiative, CIC also provides annual contribution funding to provinces and territories (P/Ts), who work collaboratively with CIC and HRSDC to develop similar web portals of their own, which are linked to the GTC-IP. The GTC-IP Initiative also brings together many other stakeholders, such as municipalities, other government departments (OGDs) and service provider organizations (SPOs), who share information and review different approaches to the development of online content for potential immigrants and newcomers to Canada.

With the GTC-IP acting as a navigational hub, the Portal Initiative integrates information using links and commonly shared tools. In this way, the Initiative seeks to facilitate the distribution of reliable information, which helps people make more informed decisions about coming to Canada and to better prepare them, before and after they arrive, for integration into the Canadian labour market and society.

### Purpose and scope of the evaluation

This evaluation used multiple approaches and lines of evidence to assess the Initiative’s performance against expected outcomes, and in terms of its relevance. Over the course of the evaluation, data were collected and analyzed from a variety of primary and secondary sources, which included interviews with key informants, an online survey of GTC-IP users, web-analytics, focus groups with users and non-users of the Portal, a document review, and subject matter expert review of the quality and consistency of GTC-IP and P/T sites.

### Key findings

The following section provides key findings regarding the relevance and performance of the GTC-IP Initiative.

#### *Relevance*

The evaluation showed that the GTC-IP Initiative is a relevant program that addresses a continuing and demonstrated need by providing complete, up-to-date, and accurate information to its target audience in a more unified manner than most alternative sources. Users of the GTC-

IP reported that the Portal contained the information they needed and that it increased their knowledge of living and working in Canada. As well, they reported that the information on the GTC-IP helped them make decisions about coming to Canada, prepare for the immigration process, and integrate into Canadian society upon arrival.

Furthermore, the GTC-IP Initiative demonstrates a high degree of alignment with Federal priorities related to attracting a skilled workforce, and the successful integration of newcomers. The Federal government is well placed to provide national-level, authoritative information and to coordinate the provision of more local-level information provided by provinces, territories and municipalities.

Nevertheless, a significant amount of GTC content, which was originally developed for the purposes of the Portal, has been copied and incorporated into the CIC main site. It was felt that the much larger user population of the CIC main site would help to drive users to access Portal content. However, the lack of distinction in mandate for content provision between GTC and the CIC main site challenges the relevance of the GTC site moving forward. The evaluation showed uncertainty regarding future directions of the GTC-IP Initiative resulting from the pending decision by CIC to fully integrate the GTC-IP into the CIC main site. The implications of such a move have not been formally discussed with the partners of the Initiative, who highlighted potential issues with integration as part of this evaluation.

### **Performance**

The GTC-IP Initiative is a relatively new endeavour and has experienced some challenges associated with its stage of development. The Initiative has operated under a governance model that has not been clearly defined and implemented and does not have well-articulated decision-making processes among partners. Key informants also reported a lack of clarity in roles and responsibilities across partners. Governance of the Initiative within CIC has been particularly challenging as a result of a decentralized system with four branches working independently on overlapping program components, and an historical lack of clear leadership. The internal governance of the WiC by HRSDC, however, consists of one team working together, allowing for responsiveness, flexibility, creativity and innovation in WiC's design and delivery.

The fragmented nature of CIC's governance structure may have contributed to inconsistent tracking of allocations and expenditures, including to P/Ts and across Branches. A review of documentation also revealed that provincial and territorial reporting on expenditures was not always completed in a timely fashion and differed in level of detail across P/Ts.

Despite these early challenges, recent improvements in the delivery of the GTC-IP were noted in the evaluation, including the identification of e-Communications Branch as the CIC Portal lead, the creation of a series of draft documents that clarify the governance of the GTC-IP, a revised funding model within CIC that is more responsive to the needs of the Initiative, and improvements in timeliness of reporting by provinces and territories. As well, almost all of the P/T websites are now fully functional. It is anticipated that these improvements will continue to add to the performance of the GTC-IP Initiative moving forward.

The primary strength of the GTC-IP Initiative has been the development of federal/provincial/territorial/municipal partnerships in the creation and provision of a full spectrum of online information, from the local to the national level. Focus group participants identified this range of information as necessary to assist their decision-making and facilitate their integration once in Canada. The multilateral partnerships that have been created as a result of the GTC-IP Initiative

were identified as a key positive unexpected outcome. These multilateral partnerships have resulted in the sharing of content and tools, which has created cost savings for all partners and improved the overall quality and comprehensiveness of information available on partner sites. The GTC-IP communications structures supporting these partnerships are effective and the bi-annual workshops, which facilitate information sharing and relationship-building, were highlighted as a best practice in the evaluation.

Multiple lines of evidence showed that the GTC, WiC, and P/T sites are functional, user-friendly, relevant, easy-to-navigate, and provide high quality information. As well, these sites are providing consistent information on immigrating to and working in Canada, likely resulting from the extensive collaboration of Portal partners. A number of provincial/territorial portals have been the recipient of awards and received recognition for the quality of their websites. As well, the WiC tool has shown such success that it has been made Canada's authoritative source for labour market information.

By comparison, the GTC site provides information for potential immigrants and newcomers covering a wide range of topics. The evaluation showed that users of GTC are most frequently accessing the site's information on immigrating to Canada and are less likely to be accessing information on the site related to settling, studying, or visiting Canada's provinces and territories. Provincial and territorial portals provide high quality information on settling and studying and may be in the best position to provide this more local level information to the target audience.

The evaluation showed that more could be done to increase the awareness of the information contained on the Portal. Promotional activities by Portal partners varied, with the promotion of the GTC found to be limited, likely as a result of uncertainty over the permanent location of the GTC web assets. This resulted in a lack of growth, but steady usage over time. HRSDC's promotion of the WiC has been effective, facilitating growth in the profile and usage of the WiC site over the last three years. The WiC site has also benefited from the development of partnerships within the Initiative and the placement of the WiC tool on a number of partner sites.

A number of provinces and territories have also engaged in promotion of their sites; however, there is little data available (e.g., usage trends around the time of promotional campaigns) to demonstrate the effectiveness of those campaigns, or the usage of these sites overall. A wide range of practices in web data collection are currently employed among all partners of the GTC-IP (including provinces and territories), which limits the assessment of ongoing performance of the Initiative.

## **Conclusions and recommendations**

The GTC-IP serves as an authoritative and comprehensive resource for potential immigrants and newcomers to Canada, their friends and family members and immigrant-serving organizations. However, in order for the target population to benefit most from the information housed on the Portal, the information must be easy to find, relevant, understandable, consistent, and easy to navigate. As well, the information should fall within a clear mandate of the site that is providing it. Therefore, if the GTC content remains on the Portal URL, it should become the authoritative source for this information and it should be promoted in order to increase the target population's awareness of it. If full integration of the GTC-IP into the CIC main site moves forward, navigation issues and profile of the GTC-IP content must be addressed. As well, some information currently housed on the GTC was less likely to be accessed and may be more appropriately delivered by the provincial/territorial or municipal sites. The WiC tool is currently



the authoritative source for labour market information in Canada and HRSDC should continue its promotion and related partnership development.

### **Recommendations**

- (CIC) Develop a strategy to address the issues associated with the location of the GTC-IP and its related content and tools, including:
  - The implications if full integration of the GTC-IP into the CIC main site takes place. This could include issues concerning navigation, organization of GTC-IP components, and content updates, for example;
  - The elimination of information overlap that exists between the CIC main site and the GTC site;
  - The determination of which GTC content areas are appropriate to remain on this federally operated website.
- (CIC and HRSDC) Consider ways to improve the promotion and usability of GTC-IP related content and tools.

The multilateral partnerships established through the GTC-IP Initiative were integral in allowing for the creation and provision of consistent, high-quality information in a cost-efficient manner. The partnerships were identified as the key strength of this Initiative and should be maintained. The partners of the GTC-IP should continue to develop and provide users with high quality content and tools as they continue to have a high degree of relevance. The communication structures used by Portal partners are also effective and should be continued, particularly the bi-annual workshops, which were identified as a best practice. Additional multilateral communications may improve issues with governance and reporting that were identified in the evaluation.

### **Recommendations**

- (CIC and HRSDC) Establish a plan to clarify the horizontal governance structure of the GTC-IP, including decision-making protocols and oversight structure.
- (CIC) Develop a strategy to address issues concerning CIC internal governance.
- (CIC and HRSDC) Consider ways for Portal partners to further facilitate multilateral communications.

Improvements to Portal governance and communications structures would also assist in the development of common performance measures across the Initiative, improving partners' ability to assess ongoing performance. Clarity in decision-making processes and roles and responsibilities of partners related to CIC's internal financial tracking system and reporting by CIC and P/Ts would lead to benefits for the department.

### **Recommendations**

- (CIC and HRSDC) Address issues related to reporting and financial tracking:
  - a) (CIC) Develop a strategy to address reporting issues, both internally within CIC and with provincial and territorial partners. This includes issues dealing with financial

tracking, the timeliness of reporting and the clarity of reporting requirements, as well as clarity concerning the roles and responsibilities of these partners.

- b) (CIC and HRSDC) Work together to establish common performance measures and consistent web data collection across all partners of the Portal Initiative.

## Management response

Key Finding	Response	Action	Accountability	Implementation date
<b>CIC</b>				
<p>Develop a strategy to address the issues associated with the location of the GTC-IP and its related content and tools, including:</p> <p>The implications if full integration of the GTC-IP into the CIC main site takes place. This could include issues concerning navigation, organization of GTC-IP components and content updates, for example;</p> <p>The elimination of information overlap that exists between the CIC main site and the GTC site;</p> <p>The determination of which GTC content areas are appropriate to remain on this federally operated website.</p>	<p>CIC agrees with this recommendation.</p> <p>CIC has developed a strategy to move the GTC-IP content and tools to the CIC website to reduce duplication and overlap, working closely with HRSDC to outline the particulars of full integration. HRSDC concurs with the approach.</p> <p>Provincial and territorial partners have been consulted regarding the new location of GTC-IP content.</p> <p>The new navigation and organization of content was tested with newcomers and potential immigrants through usability testing.</p> <p>CIC has completed a mapping exercise of the GTC content in comparison with the settlement information on the CIC site to ensure that there will be no duplication on the CIC site once GTC content is integrated.</p> <p>Consultations were undertaken with newcomers in order to determine their information needs. The new settlement information (SIRE) takes into account these interests.</p> <p>The SIRE information is relevant as well as aligned with information provided by other departments in the Federal government.</p>	<p>The strategy will be implemented by Q1 2011-12 resulting in Portal assets relocating to the newly created Newcomers section of the CIC website.</p> <p>Content reviews will be conducted on an annual basis to maintain its currency.</p> <p>Based on the mapping exercise, duplication of content will be eliminated with the launch of the Newcomers section of the CIC site.</p> <p>The appropriateness of settlement content will be based on periodic expert meetings, literature reviews and consultations with specialized content providers.</p> <p>The CIC site will link to local and regional information available on provincial and territorial partner websites.</p>	<p>CIC (Communications)</p> <p>CIC (Integration)</p> <p>Integration</p> <p>CIC (Integration) / Communications)</p>	<p>Q1 2011-12</p> <p>Q4 2011-2012 and Q4 2012-2013</p> <p>Q3 2010-11</p> <p>Q4 2011-2012 and Q4 2012-2013</p>

Key Finding	Response	Action	Accountability	Implementation date
<b>CIC and HRSDC</b>				
Consider ways to improve the promotion and usability of GTC-IP related content and tools.	<p>CIC and HRSDC agree with this recommendation.</p> <p>CIC and HRSDC will work closely to explore ways of improving the initiative's promotion of its web assets. This may be accomplished via the following:</p> <ul style="list-style-type: none"> <li>• Google Adwords promotion of HRSDC and CIC Portal Assets.</li> <li>• The addition of CIC and HRSDC tools on overseas mission websites.</li> <li>• Social Media cross-promotion of Portal assets - HRSDC will promote CIC Portal Tools (e.g., Come to Canada Tool) on the social media platforms Facebook, Twitter and YouTube.</li> <li>• CIC will produce new information videos on settling in Canada.</li> </ul> <p>Promotion of settlement services (including language training, employment services and other types of services) has been done through the Services to Newcomers 2 advertising campaign during Fall 2010- Winter 2011.</p> <p>Working in Canada (WiC) is currently being promoted via the Better Jobs advertising campaign. This is a two-year campaign that launched January 10, 2011 with a focus on TV and internet.</p>	<ul style="list-style-type: none"> <li>• CIC and HRSDC will develop and implement a plan to promote GTC-IP Web assets. Activities such as Google Adwords campaigns will produce reports.</li> <li>• A more robust linking strategy will be developed with provincial and territorial partners.</li> </ul> <p>• No further action required.</p> <ul style="list-style-type: none"> <li>• Working in Canada will continue to be promoted until the end of the campaign in 2013.</li> </ul>	<p>CIC (Communications) + HRSDC/ Skills &amp; Employment</p> <p>Working in Canada (WiC)</p> <p>CIC (Integration)</p> <p>CIC (Communications)</p> <p>CIC (Integration)</p> <p>HRSDC/ Skills &amp; Employment Branch</p> <p>Working in Canada (WiC)</p>	<p>Q4 2011-12</p> <p>Was completed Q4 2010-11</p> <p>Q4 2012-13</p>

Key Finding	Response	Action	Accountability	Implementation date
<b>CIC and HRSDC</b>				
Establish a plan to clarify the horizontal governance structure of the GTC-IP, including decision-making protocols and oversight structure.	<p>CIC and HRSDC agree with this recommendation.</p> <ul style="list-style-type: none"> <li>A Letter of Understanding between CIC and HRSDC, detailing the roles and responsibilities of each department in the GTC-IP initiative, has been drafted.</li> </ul>	<ul style="list-style-type: none"> <li>The Letter of Understanding between CIC and HRSDC will be signed.</li> </ul>	<p>CIC (Communications) + HRSDC / Skills &amp; Employment</p> <p>Working in Canada (WiC)</p>	Q2 2011-12
	<ul style="list-style-type: none"> <li>The GTC-IP Steering Committee has existing Terms of Reference as outlined in the GTC-IP Project Charter. Terms of Reference for other GTC-IP governing bodies (as outlined in the Letter of Understanding - Interdepartmental Oversight Committee, FPT Multi-lateral Steering Committee, Ad-hoc committees) between CIC Branches) will be developed.</li> </ul>	<ul style="list-style-type: none"> <li>Terms of Reference for all committees referenced in the Letter of Understanding will be implemented.</li> </ul>	<p>CIC (Communications) + HRSDC / Skills &amp; Employment</p> <p>Working in Canada (WiC)</p>	Q2 2011-12
<b>CIC</b>				
Develop a strategy to address issues concerning CIC internal governance.	<p>CIC agrees with this recommendation.</p> <ul style="list-style-type: none"> <li>A Letter of Understanding between CIC branches, detailing the roles and responsibilities of each branch involved in the GTC-IP initiative, has been signed.</li> </ul>	<ul style="list-style-type: none"> <li>No further action required</li> <li>Terms of Reference will be implemented.</li> </ul>	<p>CIC (Communications)</p> <p>CIC (Integration)</p>	<p>Was completed Q3 2010-11</p> <p>Q2 2011-12</p>
	<ul style="list-style-type: none"> <li>Terms of Reference have been drafted for governance committees.</li> </ul>	<ul style="list-style-type: none"> <li>The CIC Web governance is being developed. This governance structure will take into account the GTC-IP governance to avoid duplication.</li> </ul>	<p>CIC (Communications)</p>	Q3 2011-12

Key Finding	Response	Action	Accountability	Implementation date
<b>CIC and HRSDC</b>				
Consider ways for Portal partners to further facilitate multilateral communications.	CIC and HRSDC agree with this recommendation.	<ul style="list-style-type: none"> <li>CIC will implement quarterly teleconference calls with provincial/territorial partners for the planning and monitoring cycles throughout the fiscal year.</li> </ul>	CIC (Communications, Integration)	Q1 2011-12
		<ul style="list-style-type: none"> <li>CIC and HRSDC will survey provincial/territorial partners for feedback and suggestions on ways to improve communications.</li> </ul>	CIC (Communications) + HRSDC / Skills & Employment Working in Canada (WiC)	Q1 2011-12
<b>CIC and HRSDC</b>				
Develop a strategy to address reporting issues, both internally within CIC and with provincial and territorial partners. This includes issues dealing with financial tracking, the timeliness of reporting and the clarity of reporting requirements, as well as clarity concerning the roles and responsibilities of these partners.	CIC agrees with this recommendation.	<ul style="list-style-type: none"> <li>Internally, CIC Communications will receive all funding at the beginning of a fiscal year and distribute allocations to each CIC branch involved in the GTC-IP. Additionally, each branch involved will be asked to use the existing Internal Order (IO) for the GTC-IP and provide to CIC Communications Branch a quarterly report on expenditures.</li> </ul>	CIC (Communications)	Q1 2011-12
		<ul style="list-style-type: none"> <li>With respect to the reporting requirements in the contribution agreements with provinces and territories, CIC will develop a strategy to address issues of timeliness, consistency in level of detail in action plans and progress reports by clarifying reporting requirements via more detailed instructions.</li> </ul>	CIC (Integration Program Management)	Q2 2010-11

Key Finding	Response	Action	Accountability	Implementation date
<p>Work together to establish common performance measures and consistent web data collection across all partners of the Portal Initiative</p>	<p>CIC and HRSDC agree with this recommendation.</p> <ul style="list-style-type: none"> <li>CIC and HRSDC have established a performance measurement working group (PMWG) for the GTC-IP. This working group also includes membership from provincial and territorial partners.</li> <li>A consulting firm has been hired to develop a framework for common performance measures across the initiative. The firm is working closely with the PMWG, reviewing the current performance measurement strategy and working towards achieving consistent data collection across all GTC-IP partners.</li> </ul>	<ul style="list-style-type: none"> <li>Common performance measures will be determined and implemented.</li> </ul>	<p>CIC (Communications, Integration) + HRSDC/ Skills &amp; Employment</p> <p>Working in Canada (WiC)</p>	<p>Q2 2011-12</p>





# 1. Background

## 1.1. Introduction

This report presents the results of an evaluation of the Going to Canada Immigration Portal (GTC-IP) Initiative. Guided by an evaluation matrix<sup>1</sup> and logic model (See Appendix A1 & A2), the study examined the Initiative's relevance and performance, and sought to provide key recommendations which can facilitate ongoing improvements to the operation of the GTC-IP and future policy decisions. The services of Malatest and Associates consulting firm were retained by Citizenship and Immigration Canada (CIC) to assist with the conduct of the evaluation between April and December, 2010.

The report is organized into four sections:

- **Section 1** contains background information about the GTC-IP Initiative;
- **Section 2** provides information on the evaluation framework, methodologies, and limitations;
- **Section 3** presents the evaluation findings by themes of relevance and performance; and
- **Section 4** presents overall conclusions and recommendations.

## 1.2. Profile of the GTC-IP Initiative

### 1.2.1. Policy and program context

Canada has one of the highest rates of net immigration of all G-8 countries. The Government of Canada believes that immigrants will drive most of Canada's net labour force growth in the coming decade. The Government is, therefore, committed to taking action to increase participation in the workforce by reducing barriers to labour force participation for under-represented groups, including new immigrants<sup>2</sup>. The Government is also currently focused on initiatives that will assist immigrants and foreign-trained individuals to integrate.<sup>3</sup>

While successful integration of immigrants into Canadian society and the economy is vital, according to recent studies it is an area that could be improved. In a recent longitudinal survey<sup>4</sup> of immigrants conducted by Statistics Canada and CIC, "finding an adequate job" was cited as the most often encountered difficulty by almost half (46%) of the new immigrant respondents. Economic immigrants were most likely to cite employment difficulties (54%), followed by refugees (35%) and family class immigrants (29%). The survey also revealed that the most predominant perceived barriers to employment were: a lack of Canadian work experience (50%); a lack of contacts in the job market (37%); and a lack of recognition of foreign experience (37%) and foreign qualification (35%).

The Government of Canada has emphasized its commitment to position Canada as a destination of choice for skilled immigrant workers. The 2004 Speech from the Throne stated that the

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<sup>1</sup> Results-Based Management and Accountability Framework for the Going-to-Canada Immigration Portal (GTC-IP), CIC and HRSDC, May 2009.

<sup>2</sup> Human Resources and Social Development Canada, *Reports on Plans and Priorities*, 2007-2008.

<sup>3</sup> Citizenship and Immigration Canada, *Reports on Plans and Priorities*, 2007-2008.

<sup>4</sup> *Canadian Social Trends* 2007, Immigrants' perspectives on their first four year in Canada: Highlights from three waves of the Longitudinal Survey of Immigrants to Canada, Statistics Canada.

Government of Canada would ensure more successful integration of new immigrants into the Canadian economy and into communities, and that it would implement measures to inform prospective immigrants and encourage them to acquire necessary credentials before they arrive in Canada. Subsequently, in Budget 2005, the Government of Canada made a commitment to invest \$100 million over five years towards an integrated client service delivery strategy within CIC, which included the development of an Immigration Portal. The Portal was intended to address the identified lack of specific and relevant information available to prospective and recent immigrants.

The GTC-IP is also linked to the Government of Canada's Internationally Trained Workers Initiative and Advantage Canada commitments to improve labour market efficiency and increase the quantity and quality of the Canadian workforce (reiterated in the October, 2007 Speech from the Throne).

### **1.2.2. Initiative description and objectives**

The GTC-IP began in 2005 with the enhancement and expansion of the Going to Canada website - then located at [www.directioncanada.gc.ca](http://www.directioncanada.gc.ca). The GTC site was created separately from the main CIC website in order to focus easy to understand, accessible and relevant information on immigration and settlement issues in a single, authoritative location, which would not include departmental and CIC corporate content. The GTC was also envisioned as a location to house new interactive web tools that would help users in their search for information. Partnering and linking to HRSDC's Working in Canada (WiC) site, CIC recognized that HRSDC would be the authoritative source for immigrant labour market content. Indeed, the partnership ran according to the guiding principle that settlement and employment outcomes are linked and interdependent.

Together, the GTC and WiC components formed the GTC-IP, which contain targeted information and tools to address the information needs of prospective and new immigrants, their friends and family members currently residing in Canada, foreign students, as well as immigrant-serving organizations. The Initiative is led by CIC in partnership with HRSDC. It was also recognized that the Government of Canada, alone, cannot integrate internationally trained workers and newcomers into the Canadian labour market and society. Immigration is a shared Federal - Provincial -Territorial responsibility. For this reason, CIC provided annual contribution funding to the provinces and territories to facilitate the development of (currently 10) similar provincial and territorial portals that are linked to the GTC-IP. Today, CIC, HRSDC and the provinces and territories work collaboratively to enhance and structure immigration related content across Canada.

The objectives of the GTC-IP initiative are as follows:<sup>5</sup>

1. Create an authoritative, comprehensive Internet source which will provide relevant, timely and easily accessible on-line information and tools for preparing for the immigration process, labour market and settling in Canada;
2. Increase prospective immigrants' awareness of the opportunities, challenges and barriers awaiting them so that they may make informed decisions about immigrating to Canada;
3. Inform immigrants of the steps they need to take to adapt to living and working in Canada and to participate more fully in the community and the labour market after they arrive;

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<sup>5</sup> Going to Canada Immigration Portal Project Charter, April 2007.

4. Help immigrants make local connections and informed decisions about where to settle through links with provinces, territories, municipalities and communities; and,
5. Build effective long-term relationships with stakeholders and partners.

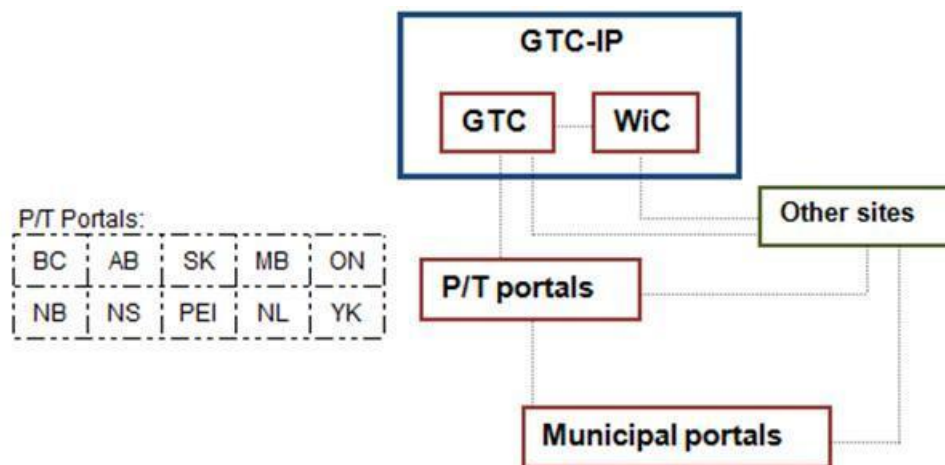
### 1.2.3. Structure and navigation of the GTC-IP initiative sites

The GTC-IP Initiative consists of three principal components, including the Going to Canada (GTC) website ([www.goingtocanada.gc.ca](http://www.goingtocanada.gc.ca)), the Working in Canada (WiC) website ([www.workingincanada.gc.ca](http://www.workingincanada.gc.ca)) and 10 provincial and territorial portals<sup>6</sup>. The GTC and WiC sites employ a common look and feel, with the WiC and GTC tools being replicated and embedded on multiple sites across the Initiative (please see Sections 1.3.1 and 1.3.2 for a complete description of these tools).

When accessing information, a user is likely to begin at one of the federal sites that focus on general content for living, studying, settling, and working in Canada. Radiating outward, the GTC also links to 10 other P/T portals where users are able to gain information at more regional and local levels. The GTC-IP and P/T portals also link to other government and non-government sites, such as municipal portals<sup>7</sup>, and those of other government departments, and immigrant servicing organizations, which contain information relevant to the target audience. Internet search engines may also be used to bypass the main GTC-IP hub and go to any individual site within the Initiative directly.

Figure 1-1 presents the components of the GTC-IP Initiative, and the basic linkages among those components.

**Figure 1-1: The GTC-IP initiative**



<sup>6</sup> While NWT and NU have Contribution Agreements, they do not currently have a Portal and there is no evidence of NU receiving contribution funding over the period covered by the evaluation.

<sup>7</sup> In addition to developing their own provincial and territorial portals, four of the provinces have provided funding and/or support for the development of municipal portals. The municipal portals in Ontario are funded through the Contribution Agreement with Ontario.

#### 1.2.4. Resources

The GTC-IP Initiative is a federally funded horizontal initiative. Costs for the GTC-IP Initiative over 5 years (2005-06 to 2009-10) amount to \$47.5 million, with \$9.4 million provided to HRSDC and \$38.1 million provided to CIC, of which \$27.8 million was then provided to provinces and territories for the development of P/T portals, with the exception of Ontario where funding was used to support the development of municipal portals. The ongoing annual budget for the GTC-IP is \$8.1 million for 2010-11 onward: \$1.0 million for HRSDC and \$7.1 million for CIC, of which approximately \$5.7 million is to be allocated to the provinces and territories.<sup>8</sup>

The following sections provide a brief description of each of the key partners in the GTC-IP Initiative as well as their related roles, responsibilities and corresponding components of each partner.

### 1.3. Roles and responsibilities

#### 1.3.1. Citizenship and Immigration Canada

Citizenship and Immigration Canada (CIC) is the federal lead on the GTC-IP Initiative and holds project management responsibilities, overall coordination, and oversight for the Initiative. Additionally, CIC is responsible for the business, technical implications and content integration on the GTC website. This includes providing all necessary information about the immigrant selection process and settlement services, and ensuring that immigrants have access to comprehensive and targeted information and services on how to immigrate and settle in Canada.

There are four branches within CIC responsible for different aspects of the Initiative and GTC website:

***The E-Communications Branch*** has overall responsibility for the GTC-IP Initiative, including serving as the front office for the coordination of provincial/territorial web communications, working groups, partnership development, and updating and maintaining GTC-IP web presence.

***The Operational Management and Coordination (OMC) Branch*** is responsible for negotiating, writing and approving all comprehensive funding arrangements related to all provincial and territorial portal activities, monitoring provincial and territorial claims against funding arrangements, and performing audits and other corrective actions when required.

***Integration Branch*** is responsible for settlement partnerships with provinces and territories as well as with HRSDC and other federal departments regarding content development to ensure better outcomes for immigrants. In addition, Integration Branch must ensure appropriate linkages between immigration, settlement and labour market policies to inform relevant content development for the Portal.

***Information Management and Technologies Branch (IMTB)*** provides technical support to the GTC-IP Initiative on an as-needed basis and is not a dedicated resource to the Portal.

In 2010 E-Communications Branch took over from Integration Branch as the lead on the Portal Initiative.

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<sup>8</sup> Results-Based Management and Accountability Framework for the Going-to-Canada Immigration Portal (GTC-IP), CIC and HRSDC, May 2009.

### ***The Going to Canada website***

The GTC website contains four content categories: information on welcoming newcomers to Canada, immigrating to Canada, visiting Canada, and studying in Canada, as well as links to the Working in Canada website and 10 P/T portals. Along with its French language counterpart, *Se Rendre au Canada* ([www.serendreauCanada.gc.ca](http://www.serendreauCanada.gc.ca)), the GTC site also contains a number of tools, described below.

### ***The entry requirements tool***

The entry requirements tool is a user-centric tool to help users determine requirements to immigrate, work, study, or visit Canada. Users answer a series of questions specific to their situation and are provided with a results page based on their answers. A step-by-step approach simplifies information for users.

### ***Service Provider Organizations (SPO) tool***

The SPO tool helps newcomers find organizations in their area that can aid them in their settlement. It also helps Canadians to get involved in welcoming newcomers to their community. CIC developed this interactive tool in an effort to help new immigrants find programs and services available in their community more quickly and easily. It allows site visitors to anonymously answer a few short questions to confirm their location, client type and services of interest. A given site visitor's responses are then used to generate a personalized list of all SPOs that satisfies their specified criteria.

### ***The main CIC website***

The CIC main site ([www.cic.gc.ca](http://www.cic.gc.ca)) and the GTC-IP are run by Citizenship and Immigration Canada. They share a similar intended client base but are currently maintained as separate and distinct entities (though they do link to each other). In 2008, however, CIC endorsed a plan to proceed with incorporating some CIC-owned Going to Canada content and tools, which were originally developed as part of the GTC-IP Initiative, from the Portal into the CIC departmental website. It was felt that this approach would allow both CIC and GTC-IP partners to realize the short-term goal of a heightened profile for key GTC-IP elements on the CIC website, while allowing for enhancements over the medium to longer term as site integration and partnership requirements evolve. CIC has also recommended the eventual full integration of the GTC site into the CIC main site, but recognized that this decision would need to be made in consultation with HRSDC and P/T partners following the completion of this summative evaluation. It was further agreed that HRSDC would continue to be the authoritative source for immigrant labour market content on both the GTC-IP and CIC websites.

Full integration of the Portal into the CIC website would likely involve<sup>9</sup>:

- Incorporating all GTC-IP content and tools into the CIC website;
- Eliminating the Portal URL ([GoingtoCanada.gc.ca](http://GoingtoCanada.gc.ca)) in favour of the CIC website ([cic.gc.ca](http://cic.gc.ca)) while still achieving Portal objectives beyond 2010;

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<sup>9</sup> Elements pertaining to full integration of the GTC and CIC main sites were identified in the Results-Based Management and Accountability Framework for the Going-to-Canada Immigration Portal (GTC-IP), CIC and HRSDC, May 2009.

- Maintaining a dedicated labour market section managed by HRSDC. This section would use the URL: [WorkinginCanada.gc.ca](http://WorkinginCanada.gc.ca); and
- Reducing labour market content duplication between the CIC and Working in Canada websites.

Due to this staged approach, there is currently a significant level of duplication and overlap in content between the CIC and GTC sites. For example, both the CIC main site and the GTC site hold information on settlement- and immigration-related issues. They both link to the WiC site and the WiC tool. They both link to other external sites that hold information on housing, transportation, health care, etc. They both house CIC tools originally designed exclusively for the GTC site. The CIC main site, however, also contains departmental information, research materials, publications, and other content not found on the GTC-IP, such as information related to refugees, the citizenship process, proactive disclosures, and the application process to work in and immigrate to Canada (e.g., procedures, forms, etc).

### **1.3.2. Human Resources and Skills Development Canada**

Human Resources and Skills Development Canada (HRSDC) is responsible for the Working in Canada (WiC) website and activities which aim to adapt, develop, and integrate targeted information, services and tools that relate to Canada's labour market, job search preparation, and employment opportunities. WiC is comprised of a single team within the Skills and Employment Branch which is responsible for the planning, development, and implementation of the WiC website and tools.

The WiC team focuses on research, site planning, and development (content and tools), partnerships and outreach. A portion of the development activities and technical support is provided through a memorandum of understanding with an HRSDC program area responsible for maintaining and hosting other Web services. Support includes dedicated resources (a proportion of time from three individuals) for programming, site design, and network support contracted by HRSDC.

To secure the sources of information that are collected and disseminated through the Working in Canada Tool, the WiC team works closely with program areas within HRSDC, as well as with government funded projects and provincial and territorial partners. The WiC Team has a particularly close working relationship with the Foreign Credential Recognition (FCR) Program within the Skills and Employment Branch of HRSDC in order to support the Government of Canada's efforts on the Foreign Qualifications Recognition (FQR) Framework.

#### ***The Working in Canada website***

Launched in 2007 to provide new and prospective immigrants with free and useful labour market and working in Canada information, the WiC website provides authoritative tools and information that people need before and after they arrive in Canada. The 2009 Advisory Panel on Labour Market Information recommended that HRSDC provide a single, state-of-the-art web portal for collating and disseminating labour market information through the WiC website.<sup>10</sup> Today, the WiC site, along with its French language site, [www.travailleraucanada.gc.ca](http://www.travailleraucanada.gc.ca), has

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<sup>10</sup> *Working Together to Build a Better Labour Market Information System for Canada: Final Report*, Advisory Panel on Labour Market Information, May 2009.

expanded in scope from merely providing labour market information to new and prospective immigrants, to being seen as Canada's primary source of labour market information.<sup>11</sup>

The WiC website provides both static and dynamic content to its users. Static content includes information for job seekers, newcomers, youth and students, older workers, and Aboriginal people. Dynamic content includes the WiC tool (launched in May 2007 and described below) which allows job seekers to select an occupation and a region (e.g., Welder and Related Machine Operator in Saskatchewan) of Canada to produce an assortment of information, including information on license and certification requirements, job opportunities, wages, outlook and prospects, and skills and requirements.

### ***The WiC tool***

The WiC tool brings together information and content from disparate sources and databases related to Canada's labour market, such as the Canada Mortgage and Housing Corporation, the Canadian Occupational Projection System, the Foreign Credentials Referral Office, Job Bank, and National Occupational Classifications, among others, to provide consolidated and simplified occupation-specific information and up to 32,000 customized reports (WiC reports).<sup>12</sup> The labour market information provided for an immigrant client is supplied in a seamless fashion based on an intelligent front-end and specially designed interface in the feeder sites. This allows a user to specify one of several hundred National Occupation Codes (NOCs) and to search across geographic areas. The tool also allows for the add-in of third party content provided by occupational associations that are based on supplementary occupational classifications that are most meaningful to those in the field and that are subsumed in existing NOC occupations.<sup>13</sup>

Another unique feature of the Working in Canada website is that when it is embedded, it can take on the look and feel of a partner's website. In this fashion, the WiC tool has since been made freely available to other GTC-IP partners by creating a fully operational 'skinned'<sup>14</sup> version of the tool.

### ***The WiC widget***

In addition to the WiC Tool, HRSDC has developed a WiC Widget. The WiC Widget is a small customizable box that can be shared/placed on partner websites that stream WiC content, including videos (over 200 WiC-related videos are available) and facts to partner websites, while also providing links back to the WiC Tool for select occupations relevant to the partner website (e.g., Professional Engineers Ontario website). Much of the information presented on the partner website is "syndicated" by the WiC Widget – that is to say, the content is pulled from the HRSDC website to the partner websites.

### ***The WiC wiki***

The WiC Wiki was developed by HRSDC based on the premise of maintaining effective partnerships, stimulating collaboration and leveraging existing information. The WiC Wiki is a secure, web-based resource available to GTC-IP partners that allows them to post resources

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<sup>11</sup> Ibid

<sup>12</sup> Ibid

<sup>13</sup> A depiction of the sources of data and information provided by the WiC tool is provided in Appendix B.

<sup>14</sup> This term describes the ability of the WiC tool to take on the look and feel of the website in which the tool has been embedded.

(e.g., documents, presentations), read and comment on the resources that have been posted, and stay up-to-date on the latest projects or project ideas.<sup>15</sup>

### 1.3.3. The provinces and territories

A number of provinces and territories have developed and launched their own provincial or territorial portals: British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, New Brunswick, Prince Edward Island, Nova Scotia, Newfoundland and Labrador, and Yukon. Provinces and territories receive funding for the development of their portals through contribution agreements with CIC. The Northwest Territories and Nunavut also have (as of March 2010) contribution agreements with CIC but have not yet launched their portals. Ontario, British Columbia, and Manitoba have separate funding arrangements for their portals. Ontario's provincial portal is funded by the Ontario government, and the contribution agreement with CIC provides funding for the province's Municipal Immigration Information Online (MIIO) program (for more information on the MIIO program, please see Appendix B). B.C. and Manitoba portals receive funding through the provisions of the Settlement Services Annexes to their larger Immigration Agreements.

#### Provincial and territorial portals with their dates of launch:

British Columbia	<i>April, 2008</i>
Alberta	<i>November, 2007</i>
Saskatchewan	<i>April, 2010</i>
Manitoba	<i>April, 2005</i>
Ontario	<i>March, 2006</i>
New Brunswick	<i>November, 2009</i>
Prince Edward Island	<i>August, 2007</i>
Nova Scotia	<i>March, 2007</i>
Newfoundland and Labrador	<i>April, 2009</i>
Yukon	<i>April, 2008</i>

These P/T portals are at various stages of development with some having been fully operational for a number of years, while others have only just launched. The launch dates of each P/T portal is shown below (for a full list of P/T portals and their URLs please consult Appendix C).

In addition to developing their own provincial and territorial portals, four of the provinces (Alberta, British Columbia, Saskatchewan, and Newfoundland and Labrador) have provided funding and/or support for the development of municipal portals. The municipal portals were not included in the scope of this evaluation.

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<sup>15</sup> Information from the WiC Wiki



## 2. Evaluation framework and methodology

### 2.1. Evaluation objectives, scope and questions

#### 2.1.1. Objectives

The objectives of this evaluation were to assess the:

- 1) **Relevance** of this program in terms of:
  - a) continued need;
  - b) alignment with government objectives and priorities; and
  - c) consistency with respect to federal role and responsibilities; and
- 2) **Performance** of this program in achieving results in terms of:
  - a) effectiveness with respect to the intended outcomes of the programs, with a focus on their immediate and intermediate outcomes; and
  - b) efficiency and economy, addressing the design and delivery approach of the GTC-IP program, as well as best practices in other jurisdictions, with a view to understanding the adequacy of these approaches and practices in meeting the information needs of potential newcomers and immigrants in order for them to work and settle in Canada.

The evaluation also examined issues of governance, collaboration and priority setting between and among GTC-IP program partners.

#### 2.1.2. Scope

The study was undertaken in order to meet a commitment to Treasury Board to conduct a summative evaluation of the GTC-IP Initiative in 2009-10. The evaluation was delayed by one year in order to first conduct a validation of the Results-Based Management and Accountability Framework (RMAF) for the program, as well as a Data Capacity Assessment in 2009-10. As such, the evaluation, carried out from April 2010 to March 2011, covered the period from April 2005 to April 2010 and focused on the outcomes articulated in the program logic model, which stemmed from the RMAF validation exercise. The evaluation focused specifically on the GTC-IP and P/T portals and did not include municipal portals.

During the conduct of the evaluation, changes in the program have also occurred, which were not addressed in the evaluation report as they are outside the period under examination. However, these changes may influence the actions taken in response to the findings contained herein. Of note are further discussions between Portal partners regarding full integration of the GTC-IP into the CIC main site as well as further articulation of governance structures and decision-making processes across Portal partners. To the degree possible, these have been considered in the report conclusions and recommendations.

#### 2.1.3. Evaluation questions

The evaluation questions (Table 2-1) were answered using multiple lines of evidence as follows:

- A document review;
- Key informant interviews;
- Surveys of online users of the GTC-IP;

- Survey of intermediaries;
- Focus groups with users and non-users of the GTP-IP;
- An assessment of the GTC-IP and P/T sites' quality and consistency of information by a subject matter expert; and
- Analyses of web log files and available analytics.

A crosswalk between the evaluation questions and the methodologies used to answer them is shown in the Evaluation Framework found in Appendix A2. That framework also identifies the section of the report in which the information pertaining to each evaluation question can be located.

**Table 2-1: Evaluation issues and questions**

Evaluation Questions	
<b>Relevance</b>	
1.	Does the Initiative continue to be consistent with departmental and government-wide priorities?
2.	Does the GTC-IP Initiative continue to address a demonstrated need?
3.	Are CIC and HRSDC the most suitable delivery mechanisms for these information products and tools?
<b>Design and Delivery</b>	
4.	Is the Portal functional and user friendly?
5.	Is the governance structure, internally within each department (CIC and HRSDC), between CIC and HRSDC, and between GoC and P/Ts) for the Portal effective?
6.	Is the Portal URL the most appropriate, efficient and effective to meet the needs of the target population?
<b>Performance</b>	
7.	Is the target population aware of the GTC-IP? Are they using the GTC-IP? Why or why not?
8.	Is collaboration and priority setting between and among the federal, provincial and territorial partners effective?
9.	Do the provincial/territorial portals contain and provide links to relevant, up-to-date and understandable information on: <ul style="list-style-type: none"> <li>▪ immigrating, settling, living, visiting and studying in the P/Ts?</li> <li>▪ working in the P/Ts?</li> </ul>
10.	Does the Portal contain and provide links to relevant, up-to-date and understandable information on: <ul style="list-style-type: none"> <li>▪ immigrating, settling, living, visiting, and studying in Canada?</li> <li>▪ working in Canada?</li> </ul>
11.	Does the target population gain knowledge and settlement information regarding provinces, territories, and communities from across Canada?
12.	Does the target population gain knowledge of immigrating to Canada and, living and working in Canada?
13.	Does the Portal contribute to the target population's ability to make informed immigration decisions, prepare for the immigration process and integrate into Canada upon arrival?
14.	What have been the unintended outcomes of the GTC-IP, if any?
15.	Is delivery of the GTC-IP efficient and cost-effective?

## 2.2. Methodologies

### 2.2.1. Document review

The following types of documents were reviewed during the evaluation (see Appendix D for the complete list of documents reviewed):

- CIC/HRSDC and other government department documents related to priorities and commitments;
- GTC-IP program documents such as policies, briefing notes, financial reports, statistical reports, public opinion and other research documents, usability testing reports, search engine optimization reports, web strategy documents, etc.;
- GTC-IP web-produced reports;
- GTC-IP RMAF and Data Capacity Assessment;
- Annual Service Plans of BC and MB, provincial portal contribution agreements and financial/activity reports, Letters of Understanding (LOUs) Memoranda of Understanding (MOUs), action plans and progress reports; and
- Communication and promotional materials, including frequently asked questions, press releases, fact sheets.

### 2.2.2. Key informant interviews

Key informant interviews were conducted with 41 interviewees in the following stakeholder groups:

- Past and present CIC officials (n=14);
- Past and present HRSDC officials (n= 8);
- Provincial/territorial portal representatives (n= 11); and
- Representatives from other government departments (OGDs) with and without web portals (n= 8).

### 2.2.3. Online user survey

An online user survey was conducted to collect information from those who had personally used either the GTC website or the WiC website. The survey was designed to elicit individual users' perceptions of the websites, including the layout, quality and usefulness of the content, and the overall functionality. The online survey was also used to determine what information users accessed most frequently on the GTC-IP and whether the information provided was having its intended impact on users. The survey was completed by 299 individuals, accessed through the sites indicated in Table 2-2. The GTC-IP targets potential immigrants and newcomers to Canada but until an individual applies through one of the immigration programs, the size of the target group and their characteristics remain unknown. The program also targets friends and family of newcomers to Canada, and CIC does not have information on the size of this group or their relevant characteristics. As a result, the population for this survey is unknown.

Of those who completed the survey, 51% (n=153) did not reside in Canada, with another 4% saying they live in Canada only temporarily, suggesting an immigrant base of respondents to the survey. More males (56%) than females (44%) responded to the survey, with 80% of all respondents falling within 20-49 years of age. These characteristics also align with CIC's past experience in immigration and respondent patterns. Additionally, 20% (n=60) of the surveys were completed in French.

The online user survey was available through a link to anyone who accessed the GTC website, WiC website, the WiC Facebook page, and WiC Twitter page. In a typical month in 2010, the WiC site received roughly 195,000 unique visitors compared to 53,000 unique visitors who went to the GTC site. This represents a GTC-to-WiC visitor ratio of 0.27, which is comparable to the ratio for respondents of the user survey (0.25).

**Table 2-2: Online user survey completions by source**

WiC	GTC	Facebook	Twitter	Other*	Total
209	53	14	3	20	299

\* Other includes those who accessed the survey directly or from a bookmark.

#### 2.2.4. Survey of intermediaries

A survey of intermediaries was conducted to assess the use and usefulness of the GTC-IP in providing services and information to new and prospective immigrants. The intermediary survey was sent to the following organizational groups:

- Service provider organizations (SPOs);
- Foreign missions in Canada;
- Canadian Visa offices abroad;
- National Associations; and,
- Sector Councils.

SPOs, including those not federally funded, were randomly sampled from a master list of immigrant-serving organizations across Canada that was created using a web search for potential users of the GTC-IP. Surveys were also sent to all foreign missions/consulates in Canada (list provided by the Department of Foreign Affairs) and to all CIC visa offices abroad, two groups thought to be likely users of the GTC-IP. Several sector councils and national associations, which are target groups of the GTC-IP, were also identified as potential respondents.

Table 2-3 provides a breakdown of representatives who were invited to complete the Intermediary Survey and those who completed it – an overall response rate of 33% was achieved, which was lower than expected. However, this is considered an average response rate for online surveys<sup>16</sup>.

<sup>16</sup> Hamilton, M. B, (2009). Online survey response rates and times: Background and guidance for industry. Retrieved February 12, 2011 from: [www.supersurvey.com/papers/supersurvey\\_white\\_paper\\_response\\_rates.pdf](http://www.supersurvey.com/papers/supersurvey_white_paper_response_rates.pdf)

**Table 2-3: Intermediary survey completions by organization type**

Organizations	Email invitations sent	Survey completions
<b>Service provider organizations (SPOs)</b>	<b>200</b>	<b>62</b>
Foreign missions in Canada	97	11
Canadian Visa offices abroad	72	42
National Associations	4	0
Sector Councils	2	1
Other <sup>17</sup>	-	9
<b>Total</b>	<b>375</b>	<b>125<sup>18</sup></b>

### 2.2.5. Focus groups

Focus groups were conducted with two different groups of recent immigrants<sup>19</sup>: those who had used either the GTC website or the WiC website (user groups) and those who had not used the GTC or WiC websites but had used other internet sources when coming to Canada (non-user groups). Focus groups were designed to determine where participants found the information they needed to come to Canada or to assist others to come to Canada. More specifically, focus groups assisted in evaluating the relevance of the GTC-IP websites and the information contained on the GTC-IP. Both users and non-users were shown pages from WiC, GTC and the provincial/territorial websites in order for participants to familiarize themselves with the layout and provide comments regarding the GTC-IP and where possible, the effectiveness of the GTC-IP compared to alternative sources.

Focus group participants were recruited through the online user survey as well as through coordination and collaboration with federally funded Service Provider Organizations (SPOs) who offered to recruit participants for the groups. A total of 12 focus groups were conducted (6 with users and 6 with non-users of the GTC-IP) in SPO offices with a total of 91 recent immigrants<sup>20</sup> in the following cities:

- Vancouver (2 user groups and 2 non-user groups);
- Edmonton (1 user group and 1 non-user group);
- Winnipeg (1 user group);
- Toronto (2 user groups and 1 non-user group);
- Montreal (1 non-user group); and
- Halifax (1 non-user group).

The focus group in Montreal was conducted in French.

<sup>17</sup> These nine respondents received the email invitation to participate but self-identified as organizations other than the indicated categories.

<sup>18</sup> Of the completed intermediary surveys, 80% (n=99) were completed in English and 20% (n=26) in French.

<sup>19</sup> Recent immigrants are defined as those that have immigrated to Canada within the last 5 years.

<sup>20</sup> Focus group participants had to have come to Canada within the last five years, were over the age of 18 years old, and used the internet as an information source when coming to Canada.

### 2.2.6. Subject matter expert assessment

A subject matter expert<sup>21</sup> on immigration and settlement content assessed the quality (relevance, currency, and clarity) of the information on the GTC, WiC, and provincial/territorial sites and also assessed the consistency of information on the provincial and territorial portals (see Appendix C for the list of websites assessed) with the information on the GTC-IP. The subject matter expert reviewed content across the following six categories including: immigrating, settling, living, visiting, studying, and working.

### 2.2.7. Log files and web analytics<sup>22</sup>

The web analytics reports and analyses of log files conducted by the consultants were used to gather information about referrals, website traffic, usage patterns, user behaviour, and website efficiency. The evaluation also looked at the number of errors that occur on each of the sites. Table 2-4 displays the information that was provided by Portal partners for use in the web analytics component of the evaluation.

**Table 2-4: Federal/provincial/territorial web analytics and log files provided**

Partner	Log files provided	Web analytic reports provided
GTC	Jan-Dec, 2009 Jan-Apr, 2010	2008-2010
WiC	Jan-Dec, 2009 Jan-Apr, 2010	2007-08 2008-09 2009-10
CIC Main Site	Jan-Dec, 2009	<i>Not required</i>
British Columbia	2008-09 2009-10	2008 2009 2010
Alberta	<i>Not available</i>	2008-09 2009-10
Saskatchewan	<i>Not available</i>	2008-10 2009-10
Manitoba	<i>Not available</i>	2008-10
Ontario	<i>Not available</i>	2007-08 2008-09 2009-10
New Brunswick	2009-10	2009-2010
Prince Edward Island	August 1-5, 2010	<i>Not available</i>
Nova Scotia	<i>Not available</i>	<i>Not available</i>
Newfoundland and Labrador	<i>Not available</i>	2009-10
Yukon	2009-10	<i>Not required</i>

<sup>21</sup> The subject matter expert was Dr. Adnan Turegun, Executive Director of the Centre for International Migration and Settlement Studies (CIMSS) at Carleton University. Dr. Turegun's research and publications cover topics related to immigration, settlement, integration, and newcomer employment issues.

<sup>22</sup> Log files are raw data files recorded by a server to monitor page requests by users, referrer sites, user information, date and time on a website. Web analytics are the measurement, collection, analysis and reporting of internet data from log files for the purposes of understanding and optimizing web usage.

## 2.3. Limitations of the methodology

The methodology employed in this study was subject to several limitations identified below.

- Cost comparisons between the GTC-IP Initiative and OGD initiatives were not possible due to significant dissimilarities in the scope of the websites, technical considerations, and web data capture. This limited the extent to which the efficiency and cost-effectiveness of the GTC-IP (Evaluation Question 15) could be evaluated in comparison to other initiatives.
- A lower than expected number of completions (expected: 500<sup>23</sup>, obtained: 299) for the online user survey prevented some sub-group analyses such as using age group, country of birth, and length of time in Canada. The sub-group analyses would have resulted in a significant margin of error. Attempts were made to improve the number of completions – for example, continuous survey monitoring occurred and the length of time the survey was in the field was extended. Lower response rates among specific groups of intermediaries (e.g., 97 foreign missions in Canada were invited to complete the survey and only 11 responded) precluded analyses (due to a resulting high margin of error) by intermediary group and diminished the ability to make conclusions based on those data alone.
- It was not possible to know whether online survey respondents and focus group users of the GTC-IP were typical of all users of the Portal. Survey respondents and focus group users generally had positive opinions of the GTC-IP and may reflect a positively-skewed selection bias. Typically, the analysis of non-response bias consists of a comparison of variables in the survey sample with those in the sampling frame. This allows for an assessment of the difference between the true population (i.e., all users or non-users) and the survey sample (i.e., users who completed the survey, and those that attended focus groups). As no information was available regarding the survey population (users of the GTC-IP and non-users of the GTC-IP), it was impossible to assess whether the survey and focus group participants form a representative sample of all GTC-IP users and non-users. However, user survey respondent characteristics align with CIC's past experience in immigration and respondent patterns. As well, triangulation of several lines of evidence was undertaken in order to improve confidence in the survey findings.
- Some focus group participants were unable to clearly recall experiences coming to Canada and using Internet information sources, which may have resulted in some not providing as much relevant information as others, and some of the barriers and challenges faced may not have been recalled. Fortunately, the impact of this limitation was minimized with the inclusion of over 90 focus group participants who had experience with the GTC-IP or immigrated to Canada within five years prior to focus group participation and the majority of these had clear recall.
- Inconsistencies were noted in web reporting and data collection techniques across the Initiative's partners (WiC, GTC and provinces and territories). This resulted in limited comparable data available for analysis purposes between GTC and WiC. Comparisons were not sought between P/T partners; however, it did pose a challenge in the evaluation to have to report on a variety of metrics over various timeframes and collected at different intervals. Attempting to mitigate this, additional analytics and log files were requested but these were

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<sup>23</sup> The expected number of online user survey completes was 500 as this number had been achieved in past surveys conducted on the GTC site over the same time period.

not available from all partners. The use of different analytics packages (which used different algorithms) to determine number of visits, unique visitors, and other key metrics among Portal partners also resulted in difficulty analyzing the effectiveness of promotional activities based on website usage. As well, only a few provinces and territories were able to provide longitudinal data which resulted in an inability to perform time trend analyses to determine the effectiveness of the provincial and territorial portals over time.



## 3. Results and key findings

This section presents the key findings of the Evaluation of the Going to Canada Immigration Portal.

### 3.1. Relevance of the GTC-IP

#### 3.1.1. Addressing a demonstrated need

*The GTC-IP addresses a continued and demonstrated need among its target audience.*

Prior to the GTC-IP Initiative, information and services aimed at helping immigrants make informed decisions about coming to Canada and settling was fragmented and, to a large extent, alternative sources of online information still exist outside of the Portal Initiative. These sources are provided by both the private and public sectors, such as through immigration consultants, online reference sites, private individual sites, Service Canada, SPOs, and the main CIC website. The creation of the GTC-IP Initiative was intended to address the perceived problem of a dispersed landscape of information providers by unifying much of the information under the umbrella of a single collaborative effort. It was felt that this would help streamline much of the information being served to the target audience.

The need for streamlined, bundled and easily accessible information on immigration, settlement, education and employment, continues today. For example, a 2008 usability study of the GTC website found that site users wanted information on a variety of topics, including eligibility requirements, available jobs and detailed and up-to-date labour market information - all of which are offered on the GTC-IP.<sup>24</sup> This need was seen in another survey of recent immigrants commissioned by British Columbia, in which it was revealed that the most sought after information by immigrants and newcomers included a wide collection of knowledge related to Canada's "health care, education, employment (labour market information), English language training, [and] job search..."<sup>25</sup>. The study in BC also offered evidence to suggest that there is a need for, "authoritative information for front-line staff [to help] support clients through the immigration and integration process."<sup>26</sup>

Furthermore, in his 2009 report to federal, provincial and territorial ministers, the chair of the Advisory Panel on Labour Market Information, Don Drummond, outlined how labour market information (LMI) was essential to Canada's economic growth and efficiency, allowing the country to better respond to the growing information and planning needs of employers, workers and learners.<sup>27</sup> Drummond's report spoke of the benefits and necessity of a single, free, and fully accessible LMI platform in Canada – not only for potential immigrants and newcomers, but also for Canadian citizens. In this regard, the report recognized HRSDC's WiC tool as having a central place in the delivery of that information. The report went on to categorize WiC as Canada's chief source and most comprehensive platform for LMI.

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<sup>24</sup> Going to Canada Website Evaluation, IPSOS-Reid Public Affairs, April 2008.

<sup>25</sup> Survey of Recent Immigrants to BC – October 2007.

<sup>26</sup> Going to Canada Website Evaluation, IPSOS-Reid Public Affairs, April 2008.

<sup>27</sup> *Working Together to Build a Better Labour Market Information System for Canada: Final Report*, Advisory Panel on Labour Market Information, May 2009.

This was supported by most key informants who felt there is a continued need for the Portal because it is complete, comprehensive, and more efficient and effective than the alternative sources of information noted above. The GTC-IP was generally described in interviews as a source which contains a greater breadth and scope of information than most alternatives. In effect, key informants referred to the GTC-IP as a primary source of information that reduces the need to visit multiple sites or consult multiple sources of information. As well, key informants felt that other sources of information may not provide the same degree of accuracy or reliability as is provided on the GTC-IP.

Focus group participants who had used the GTC-IP echoed the feelings of key informants regarding the continued need for a Portal by citing specific examples. Users expressed how the GTC-IP provided them with desired information on Canadian climate, culture, and what to expect when arriving in Canada. While some focus group participants reported finding this information on the CIC main site, they felt that it was not readily available due to the site's overly complex layout and design, and the sophistication of the language it used. Focus group participants also noted the benefits of having a wide array of reliable information in one place, rather than spread across multiple, unrelated locations. Upon being shown the GTC-IP during group sessions, non-users within focus groups generally felt that the information contained on the Portal would have been useful to them had they known about it – both before and after they arrived in Canada.

In March 2010, CIC also conducted a Review of Recent Literature on Horizontal Management, which was prepared in support of the Summative Evaluation of Canada's Action Plan Against Racism (CAPAR). The primary focus of this review was to examine the objectives, rationale, and strengths of federal government initiatives which involve two or more departments/agencies, in addition to drawing upon a wider array of literature on collaborative and networking arrangements. A key message from the review was that horizontal initiatives help governments to address increasingly complex issues, where no clear solution exists or is manageable by a single department or stakeholder group.<sup>28</sup> As a horizontal initiative, the GTC-IP helps to unify the efforts of an ever expanding network of stakeholders involved in migration and labour market issues, in an effort to provide a comprehensive, authoritative online resource for its target population.

### **3.1.2. Consistency with departmental strategic outcomes and government of Canada priorities**

*The GTC IP is aligned with CIC and HRSDC's strategic outcomes and Government of Canada priorities*

The GTC-IP's 2007 Project Charter<sup>29</sup> outlined five key objectives of the Portal Initiative: to create an authoritative, comprehensive Internet source for immigrants and newcomers; to increase awareness of the opportunities, challenges and barriers to immigrate to Canada; to inform immigrants of the steps necessary to adapt, live and work in Canada; to help immigrants make local connections in their P/T or community; and to build effective long-term relationships with stakeholders and partners of the Initiative.

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<sup>28</sup> CAPAR Literature Review on Horizontal Initiatives – March 2010. pg 3.

<sup>29</sup> Going to Canada Immigration Portal Project Charter, April 2007.

These objectives link to the strategic outcomes of both CIC (Strategic Outcome #3 – “*Successful integration of newcomers into society and the promotion of Canadian Citizenship*”) and HRSDC (Strategic Outcome – “*A skilled, adaptable and inclusive labour force and an efficient labour market*”). These strategic outcomes are further articulated in CIC and HRSDC’s respective 2010-11 Reports on Plans and Priorities (RPPs). In support of this finding, all HRSDC and CIC key informants stated that the Portal helps new immigrants adapt to and participate more fully in the workforce, helps to support settlement objectives and/or facilitates the integration of newcomers.

In addition to being highly aligned with CIC and HRSDC strategic outcomes, the GTC-IP was found to be aligned with priorities of the Government of Canada. For example, the GTC-IP is linked to the Government of Canada’s *Advantage Canada* commitments, which were reiterated in the October 2007 Speech from the Throne.<sup>30</sup> The GTC-IP also supports commitments made in the Government of Canada’s Budget 2007 – namely, to attract and retain skilled immigrants by better informing potential newcomers of the realities of living and working in Canada. The GTC-IP supports Canada’s Economic Action Plan (January 2009) which includes a commitment to help newcomers get their credentials recognized faster so that they can more swiftly pursue appropriate pathways to employment. Simultaneously, the WiC site works to strengthen the implementation of the FQR Framework by developing and integrating specialized information on qualification recognition processes for different occupations and in different jurisdictions.

This finding was supported by all CIC and HRSDC key informants who stated that the GTC-IP supports GoC priorities by providing a link between new Canadians and Canada’s economic priorities, including Canada’s economic action plan, and by addressing the need for a larger skilled workforce. Interviewees also reported that the GTC-IP Initiative supports Canada’s settlement objectives.

### **3.1.3. Suitability of CIC and HRSDC as delivery mechanisms**

#### ***The federal government’s role in delivering the GTC-IP is appropriate***

Almost all key informants who were asked this question said that the federal government’s responsibility over the GTC-IP is appropriate. The shared federal and provincial/territorial role with respect to immigration, which is enshrined in the Canadian Constitution, and the need for a single information source that provides national-level content and data, were frequently cited as reasons to support the federal role in the GTC-IP. It was felt that competition between provinces and territories for immigrants necessitates the provision of neutral, pan-Canadian information and coordination of national information. It was noted that provinces and territories are well-placed to provide more specific, P/T, and local information for newcomers.

Most key informants also indicated that delivery of GTC-IP content by alternative sources would not be as effective, as they feel that they do not currently provide the same level of information immigrants and newcomers seek. Focus group participants also spoke of the trustworthiness of information delivered by an authoritative source such as the Government of Canada.

#### ***The duplication and overlap of content between the CIC main site and the GTC-IP challenges the relevance of the Going to Canada site.***

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<sup>30</sup> Speech from the Throne, October 2007.

In order to leverage the significant user population of the CIC main site, CIC has sought to replicate much of the content from the GTC site on the CIC main site. Comparing the information on the CIC main site and the GTC-IP sites, this evaluation found 5 major areas of overlap:

1. Information related to the theme of “Welcome to Canada,” which includes sections on preparing potential newcomers to get to know Canadian customs, geography, climate, laws, etc; moving to Canada; and what one can expect during their first days here;
2. Information related to immigration issues such as entry requirements, adoption, and travelling to Canada;
3. Information on visiting Canada, specifically dealing with visa requirements;
4. Information on studying and working in Canada as a foreign student;
5. Information on finding a job in Canada, which links to the WiC site and WiC tool.

A perception of duplication between GTC and the CIC main site has also been noted by Portal partners. For instance, many key informant interviewees felt that at least some of the content available on the Portal is duplicated elsewhere, with almost all of those who felt there was duplication citing the CIC main site as the chief source. Overall, a few of the interviewees were also inclined to believe that most, if not all, of the settlement information available on GTC can be found on the CIC main site, with one respondent claiming: “the Portal (meaning GTC) is living in the CIC site’s shadow”. Interviewees were concerned that because the majority of the GTC’s content is provided on a website with much higher profile and traffic, users would be less likely to seek out and use the GTC, thus limiting its usefulness. Users in focus groups also mentioned being confused between the CIC main site and GTC as they both offer similar content. As they were more familiar with the CIC site, focus group participants chose it over the GTC when seeking information.

There is also evidence to suggest that the GTC site’s target audience has visited and obtained the information they require within the above five areas of duplication by going to the CIC main site prior to, in conjunction with, or in place of the Portal. The CIC main site was the primary source of information for 84% (104 of 125) of intermediary survey respondents when providing services to potential immigrants and/or newcomers to Canada. As well, in the user survey, respondents were asked to identify other sources they had used to obtain information on immigrating, working, settling, visiting, and studying in Canada, as well as on Canada’s provinces and territories. Many indicated that they had used other GoC websites to access information contained on the GTC, with the CIC site being mentioned often. To give one example, 51% (47 of 92) of surveyed users said that they accessed information on immigrating to Canada on another GoC website, with a further 89% of those (42 of 47) indicating the CIC main site as the source.

During focus group sessions with users, respondents underscored how it was easier to find and locate the CIC main site when using a search engine to find information on immigration and settlement issues. Non-users in focus groups who had heard of the Portal also reported that the CIC main website was recommended to them as an information source – not the GTC-IP. Many non-users had also never even heard of the GTC-IP to begin with and recommended that there should be a more prominent link from the CIC main site to the GTC site in order to highlight GTC’s content.

Compounding the challenges of duplicated information between GTC and the CIC main site is the fact that the number of visitors to the CIC departmental site is significantly greater than the number of visits to the GTC-IP. Log file analysis showed that in 2009, on average, the monthly unique visitor count for the main CIC site was approximately 3.5 million, compared to an average of approximately 248,000 unique visitors for the GTC-IP (WiC and GTC sites combined from January-April, 2010), as noted in section 2.2.3. The impact of these figures on their own should be tempered by considerations of the differences between site users, and the content and history of these two sources. The CIC site has been running longer, has had more exposure, and holds information that is used by a broader client group than those who visit the Portal.

Nevertheless, the duplication and overlap in content, along with evidence of the CIC main site's dominant web presence (as perceived by users and non-users of the GTC-IP) and the significant differences in web traffic between the Portal and CIC main site, points to ongoing challenges to the primacy of information contained on the Portal moving forward. Compared to the GTC site, however, the WiC site has not been affected by issues of duplication. Content related to "finding work" on the CIC site is clearly and directly linked back to the WiC site. The WiC tool is also designed to be versatile and to be shared across different sites – including the CIC main site. Accordingly, the CIC site only accounts for 6% of referrals to GTC, whereas it accounts for 32% of the referrals to WiC as shown in log file analysis.

## **3.2. Performance**

### **3.2.1. Governance structure**

#### ***Challenges to horizontal initiatives***

According to a recent literature review on horizontal management,<sup>31</sup> an effective and appropriate coordinating management structure is vital to the success of any horizontal initiative. For instance, an overly complex governance structure, or excessively formalistic operation, can create delays and slow down momentum. Likewise, overly complicated and ineffective internal structures of participating organizations can compound problems and impact cohesive decision-making. In offering its solutions to these challenges, the CAPAR Literature Review recommended several measures on how to ensure effective horizontal initiatives.

1. The Initiative should designate a single unit as the focal point for coordination, which would help reduce the need for further coordination within participating organizations and branches.
2. It is important to ensure that members of the Management Committee have a firm grasp of the initiative, and understand the perspectives of the other participating organizations.
3. Stakeholders must be well-connected within their respective departments, with regular, tightly focussed meetings at various levels with clear records of decision and follow-through on action items and on requests for further information and analysis.
4. There should be clear protocols for joint decision-making and financing of operations.

In this study, we report the findings on GTC-IP governance structures and communications in view of these 4 criteria.

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<sup>31</sup> CAPAR Literature Review on Horizontal Initiatives – March 2010

## ***Governance between CIC and HRSDC***

***The governance between CIC and HRSDC has improved over time but issues with governance remain.***

The original horizontal governance structure for the GTC-IP Initiative was articulated in the 2007 Project Charter as well as the Results-Based Management and Accountability Framework. This model included a variety of committees and working groups responsible for providing coordination and oversight with respect to the GTC-IP. None of these committees and working groups had a Terms of Reference to guide their operation. Almost half of the interviewees from CIC and one from HRSDC reported issues with the former governance structure, stating it was overly complex for such a small initiative and was difficult to implement. In 2010, CIC and HRSDC redesigned their committee oversight structure to be more streamlined. Interviewees report that this new model has improved the effectiveness of the GTC-IP's governance.

This notwithstanding, the current governance between CIC and HRSDC was considered effective by only a few CIC and HRSDC key informants. However, the majority of remaining interviewees did not provide a clear response regarding the effectiveness of the current governance structure. As mentioned, many focused on the former structure and others were neutral in their response. Only one individual reported that the current structure was not effective, attributing this to a lack of common vision between CIC and HRSDC.

Other governance-related concerns raised by interviewees included a lack of clarity surrounding future directions of the Initiative and in the roles and responsibilities of both departments. However, some interviewees believed that an upcoming Letter of Understanding (LOU) to be signed by CIC and HRSDC will serve as a solution to these issues. For instance, the LOU is expected to clarify roles specific to each department in terms of content and partnership development. The LOU also provides information on the new horizontal committee structure for the Initiative.

The LOU also states that CIC will continue to host FPT portal workshops and coordinate FPT conferences. HRSDC will host a yearly labour market information workshop for Working in Canada Tool partners. Each department will be a standing participant at each other's event to ensure proper policy linkages are developed between settlement and labour market related information.

The above noted measures are supported by the Horizontal Literature Review which outlines the criteria for effective horizontal management.

## ***Governance within CIC***

***Weaknesses in CIC's internal governance structure were identified in the evaluation but recent improvements were also noted***

Historically, there has been a lack of clarity around CIC's governance structure. There were no documents provided for the evaluation that outlined CIC's originally intended internal governance structure for the GTC-IP. Key informant interviews also did not provide clarity on the former structure, with some interviewees stating that Integration Branch led the Initiative at CIC, while others referred to joint leadership between Integration and OMC Branches. This confusion could have been due, in part, to the March, 2006 departmental reorganization that led to the creation of the OMC Branch. The reorganization was implemented in order to "create

coherent and consistent program delivery throughout Canada and abroad”. Prior to that reorganization, Integration Branch’s policy and operations units were housed together in one team. This split between policy and operations may have contributed to a lack of clarity around CIC’s internal governance structure, which has continued to the present day.

Most of the CIC respondents reported that the internal governance of the Portal has been fragmented, with responsibility for components of the GTC-IP resting in three different branches within CIC. Just over half of the CIC interviewees cited a combination of blurred lines of communication, undefined roles and responsibilities, differing opinions of three Branches leading to difficulties in decision-making, a lack of leadership and an uneven distribution of resources as both the cause and effect of CIC governance structure problems to date. A few CIC respondents either stated that governance has not been an issue or did not provide a response. Several HRSDC key informants also commented that CIC’s governance structure lacked clarity as a result of undefined roles and responsibilities.

Issues with CIC’s internal governance of the GTC-IP were articulated in a deck titled *Management of the Going to Canada Immigration Portal project within CIC*, presented by Integration Branch at a Portal Directors General meeting in June, 2008. That document stated that the structure needed to improve because there was an overall lack of accountability due to decentralization of authority, a significant overlap of responsibilities, and deficient coordination of the Initiative overall, with no one taking ownership. The document recommended that project management for the GTC-IP within CIC be centralized and led by a branch with expertise in web and communications. It also recommended that roles and responsibilities be defined by expertise and function.

These recommendations were partially implemented recently, with e-Communications Branch taking over as CIC lead of the GTC-IP. As well, an internal CIC Letter of Understanding has been drafted (for signature by e-Communications, OMC, Integration, Finance, and IMTB Branches), which more clearly outlines the roles and responsibilities of each CIC Branch implicated in the GTC-IP. Regular CIC meetings at various levels within the department were also outlined in this LOU, although Terms of Reference for these committees have yet to be developed. Almost half of the key informants from CIC expressed optimism about the functioning of CIC’s governance stemming from the LOU, and have cited recent improvements. However, this LOU has yet to be signed by the affected branches.

### ***Governance within HRSDC***

***HRSDC’s internal governance structure has been effective and has allowed for enhanced creativity and innovation in the development of WiC content and tools.***

The governance model currently employed by HRSDC involves one team, working in one branch. It was viewed positively by both CIC and HRSDC respondents, with no interviewees reporting that the HRSDC model was ineffective. Almost half of the CIC key informants reported that HRSDC’s governance model is more effective than the one used by CIC. The approach whereby most WiC-related activities are performed by a single group of staff dedicated to Working in Canada, has fostered an atmosphere which encourages creativity, innovation and efficiencies according to key informants. For example, all of the systems work on the WiC website is conducted “in-house,” which facilitates implementation of updates, as well as planning and coordination with other branches within HRSDC and with other GTC-IP partners.

The effectiveness of this type of structure was corroborated by other government departments<sup>32</sup> (OGDs) and agencies who operate and maintain websites targeted at potential immigrants and newcomers and who were interviewed as part of the evaluation. These OGDs were asked to comment on their own internal governance structure in order to better understand the positive and negative features of different governance models. Although responses regarding the governance structure of their portals varied, those representatives generally commented that working in a single team or unit when engaged in web-based initiatives provides efficiencies from a resource and cost-based perspective, thus, supporting the governance structure employed by HRSDC and reiterating one of the challenges encountered by CIC in developing and maintaining GTC.

### **Federal-provincial/territorial roles and responsibilities**

***Roles and responsibilities of the PTs are generally clear; however additional clarity is required around reporting***

The Contribution Agreements (CAs) in place with the partnering provinces and territories articulate the roles and responsibilities of CIC and the P/Ts related to the GTC-IP Initiative. Specified in these agreements are details around funding, reporting requirements, and collaboration. The majority of provincial and territorial representatives reported that their roles and responsibilities are clear and that this is supported through ongoing collaboration and information sharing by Portal partners.

However, in spite of a clear articulation of roles and responsibilities within the CAs, a number of interviewees from CIC and HRSDC and one provincial/territorial representative reported a lack of clarity in roles and responsibilities of the P/Ts stemming from differences across contribution agreements and the absence of a common goal and vision among P/Ts. One difference noted was that some CAs clearly identify staffing as an allowable project expense while others do not.

Given the nature of F/P/T relations, OMC Branch negotiates the CAs with individual P/Ts, which can result in differences across these documents. In the case of salary dollars identified above, in fact, salary and/or contract expenses related to direct and indirect projects were allowable expenses for all partners although this was not articulated in the individual CAs.

While differences across contribution agreements likely led to some of the confusion regarding the roles and responsibilities of the P/Ts, it is likely that reporting on expenditures and outputs was a contributing factor as well. Each contribution agreement stipulates that anticipated spending by the provinces and territories should be reported annually, detailing activities, deliverables, and costs related to specific projects. Comparing the Expenditure Reports across the P/Ts, this evaluation found that despite some P/Ts' contribution agreements being identical on this aspect, reporting on eligible costs differed in level of detail, with some P/Ts describing the individual costs of specific items and deliverables, while others gave lump sums with an attached list of activities, connected to larger activities. A few respondents from CIC also noted a lack of clarity regarding P/T projects and outputs achieved as a result of GTC-IP funding.

As well, a September, 2009 deck titled *Contribution Agreements Reporting and Monitoring*, which was presented at the St. John's bi-annual workshop, provides evidence of another difference. The

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<sup>32</sup> OGD websites included Canada Mortgage and Housing Corporation (CMHC); Foreign Credentials Referral Office, Citizenship and Immigration Canada; Office of Consumer Affairs, Industry Canada; Aboriginal Canada Portal (Indian and Northern Affairs Canada); Portal of the Government of Quebec.



CAs allow for a variety of invoicing frequencies across P/Ts, with some choosing to produce expenditure reports annually while others report semi-annually or quarterly. This deck also highlighted issues with timeliness of submission of required reporting by P/Ts; however, the document review conducted as part of this evaluation showed that this has been improving recently.

### 3.2.2. Communications, priority setting, and collaboration

***Communications structures of the GTC IP, such as the bi annual workshop, regular meetings, and the WiC Wiki, are productive and effective.***

Interviewees spoke of a variety of communication mechanisms, both formal and informal, that are in place within the GTC-IP Initiative. Most interviewees highlighted the bi-annual workshops, while several others mentioned the WiC Wiki, meetings (both in-person and via teleconference), and e-mails between partners. Each of these mechanisms was seen as effective by most respondents, with the bi-annual workshops, followed by the Wiki, being seen as the most effective. Records provided by CIC and HRSDC (e.g., meeting agendas, minutes, and documented decisions at Portal Director's meetings) and a review of the Wiki further demonstrate the effectiveness of communications between Portal partners.

Partners of the GTC-IP were asked how communication between partners could be improved. Despite an overall satisfaction with the current mechanisms, there were a few suggestions made, which included increased use of organizing materials such as agendas and calendars of events/projects, the use of new collaborative tools such as virtual meetings/videoconference, and an increase in opportunities for multilateral communication through mini-workshops at the bi-annual workshop or regular conference calls with PTs.

***A primary strength in the delivery of the GTC IP Initiative lies in the effectiveness of collaboration among partners, with the bi annual workshops cited as a best practice in information sharing.***

A variety of reasons were cited by many of the key informants who said that collaboration among GTC-IP partners has been effective. Approximately one-third of all interviewees also reported that the extent of success found in collaboration between partners of the Portal has been a positive unexpected outcome of the GTC-IP Initiative. Partners have shared tools, information, and best practices in an environment that encourages creativity and innovation. The Initiative was seen consistently by interviewees as a mechanism where each partner gained value through information-sharing and freely-exchanged ideas and experiences. Relationships and partnerships have been facilitated by the collaboration and openness among partners, and key informants were most consistently supportive of the work that has been done on these partnerships, including the mechanisms that have supported them.

***“Federal / Provincial / Territorial (F-P/T) Immigration Portal workshops contribute to successful Immigration Portals in Canada and strengthen collaborative relationships among jurisdictions. This is accomplished by sharing and discussing best practices, tools, information, and research.”***

- Federal/Provincial/Territorial Immigration Portal Workshop Summary March 3-5, 2009

The most highly regarded collaborative effort has been the bi-annual workshops, to which all Portal partners are invited. The workshops were acknowledged as the key to the development of partnerships and relationships; sharing of information resources and tools among partners; and the development of common goals and strategies. These key informants spoke highly of the way in which the workshops generated a positive atmosphere around Portal projects, have “*encouraged innovation and creativity*” among Portal partners and led to the free exchange of specific tools and information, including the WiC tool, interactive maps, software codes and programming, and performance measures and practices. This free exchange of tools and knowledge among GTC-IP partners is a key benefit to ongoing collaboration by partners and stakeholders in the Initiative.

Table 3-1 provides an overview of tools and information that have been shared among GTC-IP partners. Sharing of these tools increases the level of sophistication of all partner Portals and creates considerable cost savings for partners, as the development of these tools on an individual site basis would be cost-prohibitive.

**Table 3-1: Examples of tools and information that have been shared among GTC-IP partners**

GTC-IP Partner	Tools or Information Shared
CIC	<ul style="list-style-type: none"> <li>• SPO tool</li> <li>• Entry requirements tool</li> <li>• “How-to” presentation on developing newcomer content</li> <li>• Glossary Advisory Project</li> </ul>
HRSDC	<ul style="list-style-type: none"> <li>• WiC tool</li> <li>• Best practices working with social media</li> <li>• “How-to” presentation on Widgets</li> <li>• Glossary Advisory Project</li> </ul>
British Columbia	<ul style="list-style-type: none"> <li>• Customer segmentation results for community needs</li> <li>• Best practices in branding, trigger events, social media, and cross-syndication (cross-link related websites to enhance presence, search rankings and visibility)</li> </ul>
Alberta	<ul style="list-style-type: none"> <li>• Results of search engine optimization research</li> <li>• Different stages of the immigration process for potential immigrants and newcomers</li> </ul>
Saskatchewan	<ul style="list-style-type: none"> <li>• Sharing of IEHP (Internationally Educated Health Professional) content</li> <li>• Steps to licensing process maps for both regulated non-health occupations and regulated health professions</li> </ul>
Manitoba	<ul style="list-style-type: none"> <li>• Re-purposing tools (re-skinning)</li> <li>• Third party website development</li> </ul>
Ontario	<ul style="list-style-type: none"> <li>• “How-to” presentation on Municipal collaboration</li> <li>• <a href="http://hireimmigrants.ca">HireImmigrants.ca</a> “Employers Roadmap” adapted to be shared nationally with provincial sites</li> </ul>
New Brunswick	<ul style="list-style-type: none"> <li>• Marketing strategies</li> </ul>
Prince Edward Island	<ul style="list-style-type: none"> <li>• Photography catalogue and tools</li> </ul>
Newfoundland and Labrador	<ul style="list-style-type: none"> <li>• Translated text</li> </ul>
Yukon	<ul style="list-style-type: none"> <li>• Broken link checker</li> </ul>

***The majority of PTs feel that they have some role in setting priorities for the GTC-IP.***

Most P/T interviewees said that they have a voice in setting priorities for the GTC-IP, and are involved in decisions that will impact their province or territory. A number of examples of where input was solicited were cited by these respondents, including a two-way dialogue when establishing the contribution agreements between CIC and the P/Ts, having the opportunity to provide comments and input on the GTC and WiC websites, and being provided a venue to raise questions and concerns (e.g., meetings, emails). Of note is that two P/T respondents felt they had more of a role in decision-making with HRSDC than with CIC.

### **3.2.3. Funding and Expenditures**

As part of the evaluation, analysis of funding and expenditures was performed using data provided by CIC, HRSDC and from contribution agreement documents and information for each of the provinces and territories. Table 3-2, Table 3-3, and Table 3-4 show the amounts of money allocated and spent (both salary and non-salary dollars) for all Portal partners, along with any variance for each year. It should be noted these tables were constructed for the purposes of the evaluation and the information contained therein was obtained through various systems and sources. Allocations reported for both CIC and HRSDC were actual amounts provided by each department's respective Finance Branch. Funding amounts for provinces and territories were provided by OMC Branch at CIC. Best efforts were made to provide the most accurate information possible in order to present an overall view of funding and expenditures across the Initiative. As well, due to the transfer of the site from DFAIT to CIC in 2007, financial information prior to that time was not available.

***Although generally accurate and complete, CIC's budget allocations and expenditures, including those by provinces and territories, have not been tracked in a consistent way. There were no issues identified with HRSDC's tracking of expenditures.***

#### ***Within CIC***

Table 3-2 shows financial information on CIC's component of the Portal. Information broken down by individual branch within CIC was not available for the purposes of the evaluation. The allocations presented in the table are total allocations to CIC and are consistent with the amounts reflected in the Treasury Board submission for the GTC-IP. The funding reflects initially approved A-base funding and does not take into account various government-wide operating budget reductions and administrative measures that the department had to absorb over the last few years.

The expenditures included in the table are those that have been tracked using SAP, the department's financial coding system. However, expenditures reflect what has been coded under the Internal Orders (IO) in the financial system only. Therefore, if the IO is not used in the coding, expenditures will not be tracked. Portal funding was allocated to various sectors and branches in the department but was not tracked consistently throughout the department. Therefore, we are unable to say with any certainty how much of the total allocation was spent on the Portal Initiative.

Table 3-2 also shows the percentages of total Portal untracked funding by CIC as 79% in 2007-08, 68% in 2008-09, and 62% in 2009-10. Internal records from CIC's branches implicated in the

Portal Initiative show that a variety of projects were completed on the Portal and provide evidence that the expenditures are much higher than indicated by the IO coding. For example, in 2007-08, the department engaged in web testing and public opinion research (POR) on the Going to Canada Site as well as development of the Entry Requirements Tool. In 2008-09, the Entry Requirements Tool was finalized and the Service Provider Organization (SPO) tool was developed. Plain language benchmarking and additional POR was also conducted on the Portal in that year. In 2009-10, Google ad words campaigns and a visitor path analysis were conducted on the Portal. These accomplishments are not all reflected in the current Portal expenditures as they were likely not tracked using the Portal IO.

As noted above, the Portal was transferred to CIC from DFAIT in 2007 and in the first year of this transition period, the department's capacity to deliver the program may not have been fully realized. As well, full resources may not have been expended on the Portal Initiative over the last three years due to the anticipated integration of the Portal into CIC's main site.

Additional information was provided by CIC's branches on money that was not tracked as part of the Portal Initiative, although the exact amount of funds that were actually lapsed cannot be provided. Several projects were planned and money put aside for their implementation. However, the organizations responsible for completing these projects were not able to do so within the fiscal year and therefore money may have lapsed due to project delays or cancellations. Examples of these projects are the Interactive Map Project, the Cyber Mentorship Project and Site Search.

**Table 3-2: Funds allocated and spent by CIC (2007-08 to 2009-10)**

Partner	2007-08			2008-09			2009-10			Total Allocated (2007-2010)
	Allocated	Tracked Expenditure	Variance	Allocated	Tracked Expenditure	Variance	Allocated	Tracked Expenditure	Variance	
<b>CIC TOTAL</b>	\$2,153,184	\$448,706	\$1,704,478	\$1,703,184	\$547,249	\$1,155,935	\$1,803,289	\$690,762	\$1,112,527	\$5,659,657

Note: Amounts provided in the total expenditure columns are the amounts captured in SAP and do not reflect actual expenditures.

### *Within HRSDC*

Table 3-3 outlines HRSDC's Portal allocations and expenditures for fiscal years 2007-2010. The numbers provided by HRSDC Finance were received for the evaluation in a timely manner, without indication of any tracking issues. According to the records, HRSDC spent an average of 93% of their allocated funding over three fiscal years.

**Table 3-3: Funds allocated and spent by HRSDC (2007-08 to 2009-10)**

Partner		2007-08			2008-09			2009-10			Total Allocated (2007-2010)
		Allocated	Tracked Expenditure	Variance	Allocated	Tracked Expenditure	Variance	Allocated	Tracked Expenditure	Variance	
HRSDC	FCR	\$1,094,000	\$1,090,348	\$3,652	\$878,000	\$884,281	(\$6,281)	\$873,000	\$716,327	\$156,673	\$2,845,000
	CES	\$140,000	\$140,000	\$0	\$224,000	\$224,000	\$0	\$240,000	\$229,377	\$10,623	\$604,000
	Innovations	\$20,000	\$20,000	\$0	\$25,000	\$25,000	\$0	\$50,000	\$50,000	\$0	\$95,000
	Labour market	\$122,000	\$110,000	\$12,000	\$42,000	\$30,000	\$12,000	\$35,000	\$34,800	\$200	\$199,000
	Service Canada	\$332,000	\$273,000	\$59,000	\$239,000	\$192,000	\$47,000	\$126,000	\$125,800	\$200	\$697,000
	Corporate services	\$34,000	\$34,600	(\$600)	\$34,000	\$34,600	(\$600)	\$28,000	\$28,600	(\$600)	\$96,000
	Accommodations	\$58,000	\$58,000	\$0	\$58,000	\$58,000	\$0	\$48,000	\$48,000	\$0	\$164,000
<b>HRSDC total</b>		<b>\$1,800,000</b>	<b>\$1,725,948</b>	<b>\$74,052</b>	<b>\$1,500,000</b>	<b>\$1,447,881</b>	<b>\$52,119</b>	<b>\$1,400,000</b>	<b>\$1,232,904</b>	<b>\$167,096</b>	<b>\$4,700,000</b>

### *Provinces and territories*

As previously mentioned, the evaluation found inconsistencies in reporting by the provinces and territories. As well, OMC Branch does not have a consistent way of tracking allocations and expenditures for provinces and territories. In certain circumstances, the existence of multiple sources of financial information led to confusion as to which iteration of funding and expenditure figures were the most accurate.

When P/Ts lapse money, these funds were automatically returned to CIC for use in other programs or areas of activity, unless otherwise negotiated with each province or territory to be re-profiled to the following fiscal year. The most commonly cited reasons by the provinces and territories for those lapses in funding were delays in portal development, or the delay of specific projects or activities (e.g., delays in developing or launching interactive maps). This could be expected as not all of the provincial and territorial portals were fully functional over the period covered by the evaluation. Issues in one area of portal development could have hindered implementation of other planned activities, depending on the stage of portal implementation. Issues related to lapsed and re-profiled P/T portal money is reflected in Table 3-4. According to these records, in 2007-08 the provinces and territories spent only about 50% of their allocated funding. In the subsequent years, the P/Ts collectively overspent by 13% of allocations in 2008-09 and 6% in 2009-10.

**Table 3-4: Funds allocated and spent by provinces and territories (2007-08 to 2009-10)**

Partner	2007-08			2008-09			2009-10			Total Allocated (2007-2010)
	Allocated	Tracked Expenditure	Variance	Allocated	Tracked Expenditure	Variance	Allocated	Tracked Expenditure	Variance	
British Columbia	\$660,682	\$219,687	\$440,995	\$934,637	\$990,438	(\$55,801)	\$903,027	\$735,525	\$167,502	\$2,498,346
Alberta	\$399,982	\$347,560	\$52,422	\$555,522	\$555,522	\$0	\$561,712	\$561,712	\$0	\$1,517,216
Saskatchewan	\$220,457	\$28,374	\$192,083	\$247,491	\$170,555	\$76,936	\$254,400	\$254,400	\$0	\$722,348
Manitoba	\$279,002	\$190,000	\$89,002	\$363,617	\$524,000	(\$160,383)	\$373,972	\$271,000	\$102,972	\$1,016,591
Ontario	\$2,000,000	\$933,267	\$1,066,733	\$2,000,000	\$3,216,382	(\$1,216,382)	\$2,000,000	\$3,108,092	(\$1,108,092)	\$6,000,000
New Brunswick	\$210,235	\$192,827	\$17,408	\$222,766	\$204,129	\$18,637	\$226,225	\$225,131	\$1,094	\$659,226
Nova Scotia	\$219,676	\$91,255	\$128,421	\$238,844	\$72,308	\$166,536	\$240,748	\$195,396	\$45,352	\$699,268
Prince Edward Island	\$203,052	\$170,424	\$32,628	\$207,853	\$207,784	\$69	\$211,111	\$199,755	\$11,356	\$622,016
Newfoundland & Labrador	\$205,253	\$205,000	\$253	\$211,332	\$211,332	\$0	\$210,855	\$199,747	\$116,855	\$627,440
Yukon		\$200,667	\$123,288	\$77,379	\$201,165	\$141,419	\$59,746	\$201,217	\$139,707	\$61,510
Nunavut	\$200,085	\$0	\$200,085	\$200,152	\$0	\$200,152	\$200,208	\$0	\$200,208	\$600,445
Northwest Territories	\$200,909	\$26,079	\$174,830	\$201,621	\$23,780	\$177,841	\$201,521	\$54,858	\$146,663	\$604,051
<b>Total (provinces &amp; territories)</b>	<b>\$5,000,000</b>	<b>\$2,527,761</b>	<b>\$2,472,239</b>	<b>\$5,585,000</b>	<b>\$6,317,649</b>	<b>(\$732,649)</b>	<b>\$5,584,996</b>	<b>\$5,945,323</b>	<b>(\$360,327)</b>	<b>\$16,169,996</b>

***Over time, GTC-IP funding allocations within CIC and to provinces and territories have become more responsive to the needs of the Initiative***

Financial records showed that in fiscal years 2007-08 and 2009-10, the four CIC branches implicated in the GTC-IP Initiative (overall) did not track between 62% and 79% of expenditures. As well, just over half of the interviewees from CIC commented that resources allocated to the Portal were sometimes used for other projects. This may be due in part to a reallocation of a portion of Portal funding to branches within CIC that have not been implicated in the GTC-IP Initiative (e.g., FCRO, Immigration Branch, SIO) to date.

In the spring of 2010, a review of Portal allocations within CIC was conducted in order to address these issues. The result of that review was a restructuring of funding allocations to ensure that funding is distributed more appropriately to three of the four Branches within CIC (e-Communications, Integration and OMC) and is in accordance with the activities and level of staffing required by each. Prior to the current fiscal year, IMTB Branch had permanent funding associated with the Portal. In future years this will not be the case as it was recognized that IMTB's functions are project related and are not consistently required from year to year.

As noted above, provinces and territories are in differing stages of development of their web portals, which can create varying needs across partners. OMC has ensured that allocations to P/Ts have been flexible in order to accommodate these differences. In some cases, funding that will not be used by one province can be moved to another PT that has the need for additional funding to complete a project or to fund a municipal portal, for example. As well, when project delays occur, causing funds to lapse, the department can re-allocate funds in order to provide this money in subsequent fiscal years. In the case of Ontario, OMC made special arrangements to accommodate delays in the flow of funding as a result of signing the Canada-Ontario Immigration Agreement (COIA). This flexibility allowed Ontario to spend its entire allocation over the five years of the program.

These activities create a funding model that is more responsive to the needs of partners and allows for completion of projects that contribute to overall program outcomes.

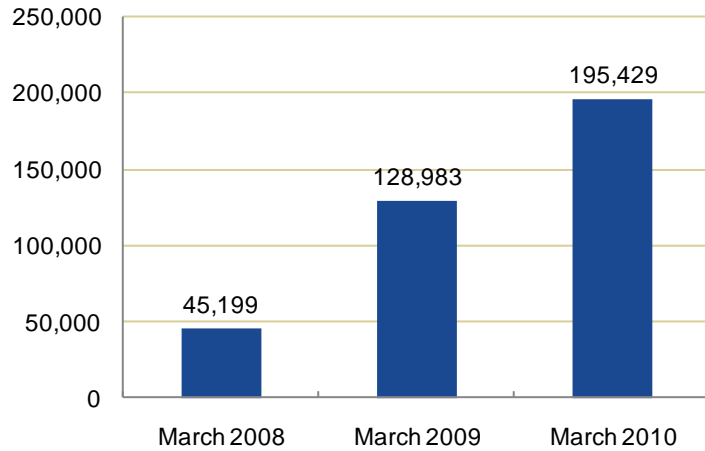
#### **3.2.4. Use of the GTC-IP**

***Evidence suggests that the GTC-IP is being used as an information source; however, this is primarily focused on working and immigration related content.***

##### ***Use of GTC and WiC websites***

Analyses of multiple lines of evidence, including web analytics, analyses of log files, key documents and usability studies demonstrate that the GTC-IP is being used as an information source by its target audience.

**Figure 3-1: Growth in usage of the WiC, 2008-2010 (# of unique visitors in March of each year)**



Note: This figure demonstrates the growth in number of unique visitors to the WiC site over a three year period. These numbers were obtained from WiC site web analytics.

As shown in Figure 3-1, the WiC website has experienced considerable growth over the last three years (2008 to 2010), growing from 45,199 unique visitors in March 2008 to 128,983 unique visitors in March 2009 and to 195,429 unique visitors in March 2010.<sup>33</sup>

As well, web data from Google Urchin show consistent use of the GTC site over time with 191,620 page views recorded in March 2009 and 191,587 in March 2010.

Intermediaries who provide services to new and prospective immigrants are also using the GTC-IP, as more than two-thirds (69% or 86 respondents) of those surveyed (N=125) said that they have used either the GTC website or the WiC website, with 54 of these respondents reporting using both the GTC website and the WiC website. In addition, 16 respondents used only the GTC site and 16 used only the WiC sites. Moreover, almost half (47%) of the 70 intermediaries who visited the GTC site indicated they had done so within the last month. Seventy-six percent of the intermediaries who have visited the GTC and 76% who have visited the WiC website indicated they have used or referenced information from the site in their work.

As well, results from the online survey of GTC-IP users found that 36% (107 of 299) of respondents who had visited the GTC-IP did so at least 5 or more times in the last year. In terms of continued relevance, these figures give an indication of the frequency of use by those who have recently accessed the GTC-IP. Furthermore, 122 of 139 users (88%) reported that they would recommend the GTC-IP to others – suggesting users found the sites useful.

### **Use of GTC and WiC tools**

In addition to using the information provided on the GTC-IP, target audiences are also using the tools provided on the GTC-IP, including the WiC tool and the SPO tool. For example, data from log file analysis show that in 2009, about three WiC tool reports were produced for every four visitors to the WiC website (453,944 of 576,168 of unique visitors produced a WiC report in 2009). In addition, most online users surveyed (94 of 116 or 81%) reported using the WiC tool to produce a report. While less than one-fifth (12 of 70) or 17% of intermediaries have produced a report using the WiC tool during their visit to the WiC site, all of those intermediaries who produced a report said they found the reports to be useful (100%, n=12) in dealing with clients. Several key informant interviewees also highlighted the widespread use of the WiC tool as an unexpected outcome of the Portal Initiative. Specifically, the WiC tool has become the authoritative source of labour market information, not only for immigrants, but for all Canadians.

<sup>33</sup> Working in Canada - Web Analytics/Performance Reports, 2007-08, 2008-09 and 2009-10.



Web analytics provided by CIC also show that the SPO tool was being accessed by users of the GTC-IP. For example, in September 2010, approximately 10% of all visits to the SPO tool (1,559 visits) came from the Going to Canada website.

### ***Accessing content on the GTC-IP***

The popularity of GTC-IP content does not appear to be equal among different content categories. First, according to a PublicInsite study on the GTC-IP, 76.3% of all search-driven visits fall within only five categories of terms (based on the top 500 search terms): moving to Canada; working/living/visiting/studying; immigration; brand/department; and general information about Canada.

Online users who completed the survey most often accessed the site for information on working in Canada, followed by information on immigrating to Canada. For instance, Working in Canada was cited most often by online users as their main reason for visiting the GTC-IP (109 of 299 or 37%), followed by immigrating to Canada 27% (92 of 299), settling in Canada 5% (16 of 299), studying in Canada 5% (14 of 299), visiting Canada 3% (10 of 299), and information on Canada's provinces or territories 1% (7 of 299). However, another 14% of the overall respondents (43 of 299), who indicated that they accessed the GTC-IP for "another reason," gave reasons tied to finding work in Canada. This demonstrates that over half of the users who responded to the user survey (51%), actually viewed job-related information as their main area of interest.

Web analytics from 2009 for the GTC support these findings. For example, apart from the heavily trafficked welcome pages, the top 5 content areas concern<sup>34</sup>:

1. Immigration related content – 28% of views
2. Settlement related content – 13%
3. Visiting – 8%
4. Move to Canada – 8%
5. Canada's provinces and territories – 3%

The popularity of content also reflected seasonal variations. For example, information on visiting Canada shows clear growth in click-throughs during the summer months, whereas all other content remains relatively the same.

***P/T portals are being used, but differences in data collection and reporting techniques have limited the analyses of usage data among the P/Ts.***

A wide range of practices in web data collection among the provinces and territories prohibited a complete and comprehensive analysis of usage of their portals. For example, various metrics are collected and reported differently among the provinces and territories (e.g., some provinces/territories only collect the number of visits, while others collect numbers of unique visitors, while still others collect page views). Also, differing time periods of data were provided (e.g., some provinces/territories provided multiple years of data, while others provided only days or months of data), which restricted analyses.

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<sup>34</sup> These content areas are comprised of page views of a list of the top 25 most viewed pages on GTC in 2009, which account for 70% of all page views on the GTC site.

Nevertheless, web data does tend to suggest that the provincial and territorial portals are being used. For example, in the first three months of calendar year 2010, the New Brunswick portal averaged 7,807 visits per month<sup>35</sup>, while the Saskatchewan portal averaged 42,209 visits per month in 2010. Available data also show that usage of some provincial and territorial portals is increasing over time. As shown in Table 3-5, available trend data show that the British Columbia, Alberta, Manitoba, Ontario and Yukon portals all generated increased use over time (as measured by the number of unique visitors per month or the number of visits per month).

**Table 3-5: Use of the provincial/territorial portals over time (2008 to 2010)\***

Province / territory	2008	2009	2010
<b>Unique Visitors per Month</b>			
British Columbia (unique visitors per month) <sup>36</sup>	15,646	19,830	40,345
Manitoba (unique visitors per month) <sup>37</sup>	<i>Not available</i>	2,922	11,284
Yukon (unique visitors per month) <sup>38</sup>	<i>Not available</i>	3,987	4,745
<b>Visits per Month</b>			
Alberta (visits per month) <sup>39</sup>	148,333	166,667	<i>Not available</i>
Ontario (visits per month) <sup>40</sup>	53,785	65,284	81,308

\* Shaded cells indicate that no data were available for that province/territory in that year.

### 3.2.5. Awareness and promotion

*A lack of promotion and awareness among the target audience has limited the use of GTC while the WiC website has benefitted from more active outreach campaigns.*

Although the GTC-IP is being accessed and used as an information source, the profile and awareness of the GTC website in contrast to the WiC site is low.

#### **Awareness**

Focus group participants who had previously used the GTC reported first finding the website by conducting searches in Google. They would use the popular search engine to find different combinations of keywords related to immigrating, moving, jobs, etc. However, these keywords did not push the Portal to the top of the search results as GTC's page rank is relatively low in Google. Using the terms 'Canada and Immigration' yielded the GTC website as the 98th result, while 'Immigration and Canada' yielded the GTC website as the 93rd result. Using these same words, the CIC website was ranked first in both instances. Given that Google displays only 10-15 links per search page, the GTC typically would not show up until several pages into the search results. In comparison, the WiC website was listed first when searching the terms 'Working and Canada' on Google, likely facilitated by its extensive search engine optimization.

<sup>35</sup> Data calculated using web analytics reports data provided by New Brunswick.

<sup>36</sup> Data was provided by B.C. in the form of web analytics data for years 2008-2010. The number of monthly average unique visitors for 2008 was calculated using available web analytic figures from the months Apr-Dec, 2008. For 2009 and 2010, full calendar years were used.

<sup>37</sup> Data for Manitoba was gathered from web analytic reports for calendar years 2008-2010.

<sup>38</sup> Data Yukon was calculated using analysis of log files for 2009-2010 calendar years

<sup>39</sup> Data for Alberta was gathered from web analytic reports for fiscal years 2008-09 and 2009-10.

<sup>40</sup> Data for Ontario was gathered from web analytic reports for fiscal years 2007-2008, 2008-09 and 2009-10.

However, the terms ‘Settling in Canada’ and ‘Visiting in Canada’ yielded much better results – ranking the GTC 3rd for each of these terms (the CIC main site was still ranked first). The overall impact of these search terms is lessened, however, given that information on settling and visiting Canada are not the most sought after content on the GTC site. Other problems affected the ability of users to find GTC. For instance, searching directly for the ‘Going to Canada Immigration Portal’ in Google yielded the GTC site’s link which read, ‘Welcome’ rather than displaying the name of the website (this issue was recently fixed). Search engine optimization issues such as this have likely attributed to low usage of the GTC-IP. Of the 31% (39 of 125) of intermediaries who indicated they had never visited the portal, roughly half (25 respondents) said that they had not done so because they had never heard about it. Non-users in the focus groups sessions also indicated they had not heard of the Portal and those who had, could not find a link to it.

Online users who completed the survey cited the use of a search engine (e.g., Google, Yahoo, etc.) most often as their means of finding the GTC-IP (154 of 299, or 52%), followed by those who found the GTC-IP through a referral from a friend (11%) and those who found the site from a link on a Canadian provincial or territorial website on immigration (11%). In comparison, intermediaries were more likely to find the Going to Canada site (63%, 44 of 70) and the Working in Canada site (57%, 40 of 70) through the CIC website.

### **Promotion**

Compared to the WiC website, there has been considerably less promotion of the GTC website, particularly in recent years. Documents show that CIC has participated in a variety of conferences and promotional activities related to the GTC website, most recently attending the Metropolis Conference in April 2008. CIC has also engaged in other promotional activities, including distribution of bookmarks, pens, and pamphlets/leaflets. It appears that no promotional activities have occurred since 2008 with the exception of some recent Google ad-word campaigns, which have been met with varying degrees of success according to CIC key informants. Many key informants attributed the lack of promotion to the anticipated merger of GTC website content with the CIC website.

For the WiC website, HRSDC has engaged in a number of promotional campaigns, the most prominent of which has been the use of social media, including Twitter, Facebook, and YouTube.

- **Twitter:** Launched in November 2008, the Working in Canada Twitter feeds consists of three channels, including channels in English, French and Chinese.<sup>41</sup>
- **Facebook:** Launched in February 2009 (in both English and French), the English Working in Canada Facebook page had over 1,300 unique fans from January to September 2010, while the French Working in Canada Facebook page had over 530 fans for the same nine-month period. Available data show that an average of 392 clients per month (January to September 2010) accesses the WiC website via the Working in Canada Facebook pages (representing approximately 41% of all visitors to the WiC Facebook pages from January to September 2010).<sup>42</sup>

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<sup>41</sup> HRSDC Web Presence Audit, Centre of Excellence for Public Sector Marketing, March 2010.

<sup>42</sup> InsightsAnalytics Report: Facebook Stats, September 2010.

- **YouTube:** Also launched in February 2009, the Working in Canada YouTube pages are provided in both English and French and now contain over 200 videos. Clients are using the YouTube pages to reach the WiC website, as 151 clients in April 2010 and 144 in May 2010 reached the WiC website directly via YouTube. As of May 2010, videos on the Working in Canada YouTube pages have been viewed over 150,000 times in English and over 39,000 times in French since they were first launched in 2009. Those YouTube videos are also available as streaming content through the WiC reports and the WiC widget.

In addition to its use of social media, HRSDC has also engaged in a number of traditional promotional campaigns, including attending conferences, developing bookmarks, pamphlets and other branded items and, like CIC, HRSDC has engaged in Google ad-word campaigns to increase traffic to the WiC website (the HRSDC Google ad-words campaign resulted in a 50% growth in users from India, the Philippines, and China). HRSDC's promotional activities were highly regarded by both HRSDC and CIC key informants. According to one HRSDC key informant, "over 80% of the traffic to the site [WiC website] comes from outside of Canada," which is supported by web analytics (79% of visitors accessing the WiC were from outside of Canada from January to April 2010) and suggests that the WiC website is reaching its target audiences.

***Like the GTC-IP, the provincial and territorial portals have engaged in promotional and advertisement campaigns, although there is insufficient available data to demonstrate the effectiveness of those campaigns at this time.***

To increase overall awareness and use of their portals, a number of provinces and territories have engaged in both traditional and non-traditional promotional and advertisement campaigns for their portals. For example, New Brunswick has developed multiple campaigns designed to increase awareness and promote their provincial portal. A recent campaign was the 'Come Home to NB' contest which targeted people nationally using multiple forms of media (e.g., postcards, online advertisements). Other provinces, such as Newfoundland and Labrador have provided direct links to their provincial/territorial portals from their main provincial/territorial government website as a way of further connecting with new and prospective immigrants. Alberta has successfully engaged in targeted e-mail advertising campaigns, while the British Columbia portal executed a marketing campaign to leverage exposure and client access through the 2010 Winter Games.

Other promotional campaigns, cited by key informants and/or provided in various documents, include Google ad-word campaigns (undertaken by various provinces or territories); using or linking to social media (e.g., Facebook, Twitter, etc.); attendance at conferences and workshops; meetings and presentations to service provider organizations; pamphlets and leaflets; and the distribution of promotional items (e.g., Newfoundland and Labrador's Puffin Stress Ball).

While there are many marketing and promotional initiatives being undertaken by P/Ts, there was insufficient information available for the evaluation on the results of these initiatives. Therefore, the effectiveness of these campaigns cannot be determined at this time<sup>43</sup>.

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<sup>43</sup> The Alberta H-1B campaign to promote Alberta to those in the United States working on H-1B work visas through webinars and live presentations demonstrated success, as the Alberta Portal received approximately 3 times the average number of visits during the marketing period. Visits returned to pre-advertisement levels after marketing ended.

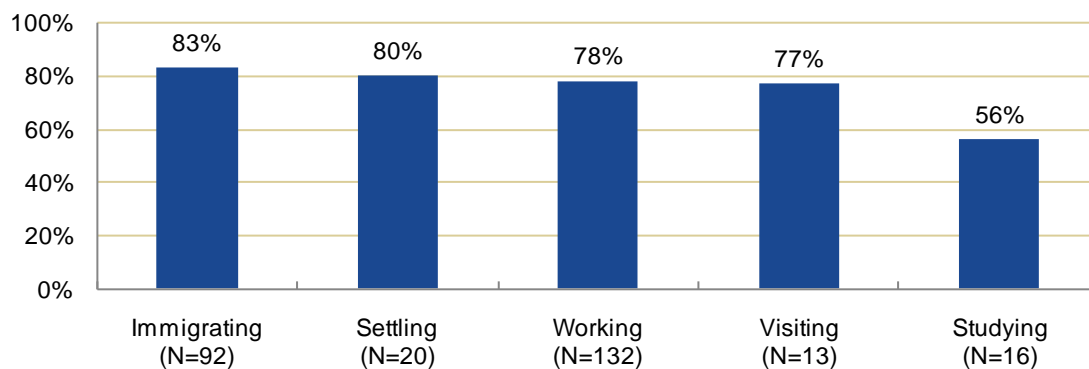
### 3.2.6. Usability and functionality

#### *The GTC-IP is functional, user-friendly, and easy to navigate*

An important measure in a website (or web portal) evaluation is the extent to which it is usable and functional for its intended target audience. In this evaluation, focus group participants, online users, intermediaries, and the subject matter expert generally agreed that the GTC-IP was functional, user-friendly and easy to navigate.

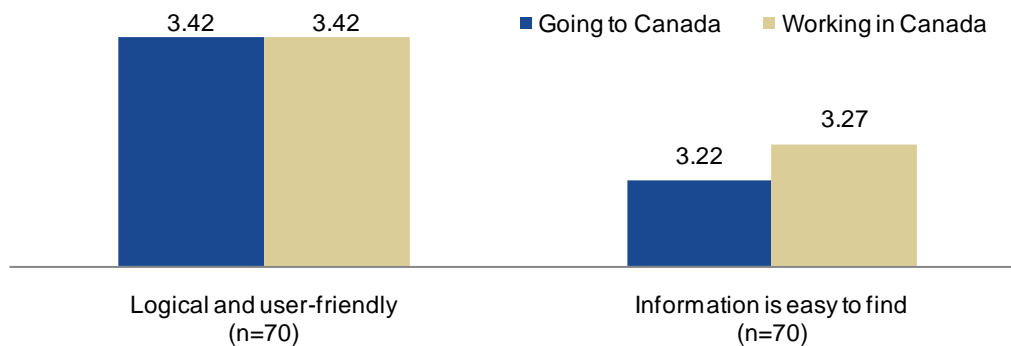
Online users indicated that it was easy to find the information they were looking for in a number of areas, including immigrating (83%, 76 of 92), settling (80%, 16 of 20), working (78%, 103 of 132), visiting (77%, 10 of 13), and studying (56%, 9 of 16).

**Figure 3-2: Percent of online users who said it was easy to find information**



In addition, intermediaries who indicated that they had visited the WiC site (n=70) and the GTC site (n=70) were asked to rank the sites' usability and functionality. These attributes were rated on a scale of 1 to 4 where 1 represented "Does not agree at all" and 4 was "Completely Agree." Both of these statements were rated quite highly by intermediaries who used the GTC and the WiC websites with a mean rating of 3.42 out of 4 for being 'logical and user-friendly' and 3.22 and 3.27 out of 4 (for the GTC and WiC website respectively) for 'information is easy to find'.

**Figure 3-3: Comparison of specific attributes of usability and functionality of GTC and WiC by intermediaries**



Note: Only respondents who used each site provided an assessment of its functionality.

Focus group participants were asked if they had any suggestions to increase the overall functionality and navigation of the GTC-IP. Responses included: more drop-down menus on the Portal; more pictures and images on the site; and providing clearer definitions, descriptions and examples of job titles that can be searched with the WiC tool (many participants cited difficulties finding their occupation according to their traditional or historical job title using the WiC tool).

Participants in several focus groups also mentioned that one of the biggest challenges of the GTC-IP was that when they followed one of the many external links on the Portal (e.g., Canada Border Services Agency website), it was often difficult to return to the GTC-IP. Despite suggestions to improve the GTC-IP from online users, intermediaries, and focus group participants (including users and non-users), most felt the GTC-IP was user-friendly and easy to navigate.

Web analytics produced for this evaluation demonstrate that very few users of the GTC-IP experienced errors while using the Portal. For example, between January and April 2010, 92% of all visits to the GTC website and 97% of visits to the WiC website were error-free (resulting in the user accessing the requested page uninterrupted). Further analyses of GTC-IP log files demonstrate that the GTC-IP (including the GTC and WiC websites) has one broken link on every fourth page that is available to users. This is considered acceptable, as “the average website has one page in every four containing a broken link.”<sup>44</sup> As part of the review of the GTC-IP, the subject matter expert commented positively on the accessibility (functionality) of the Portal, including the relatively small number of broken links and the currency of links to external websites. A study conducted in 2008 on the GTC also found that:

*The clarity of the language (85%) and the text size and style (81%) meet with greatest approval. More than three quarters say they are satisfied with the ease with which the Web site could be navigated.*<sup>45</sup>

Part of the overall functionality and usability of the GTC-IP can be attributed to the rectification of past issues and errors that have been identified on the GTC website and the WiC website. Based on available data, at least 121 updates, of varying degrees of significance from minor to major, have been made to the GTC website since 2008. Previous usability studies have also demonstrated that barriers to usability have been addressed, such as providing more clarity to the specific sub-menus of the “Welcome to Canada” menu on the GTC site.<sup>46</sup> Further anecdotal evidence emerged during the course of the evaluation that demonstrates that updates are being made to the GTC website, including the appearance of the title of the GTC website when conducting a search in Google, which was changed from a generic and unidentifiable “Welcome!” to the distinguishable “Going to Canada Immigration Portal – Welcome!” in September 2010.

***The provincial and territorial portals are generally functional, user-friendly, and easy to navigate.***

Although very few respondents answered questions related to the provincial and territorial portals (N=7), almost all who did reported that information on the P/Ts was easy to find. These findings were reaffirmed by the subject matter expert who found the provincial and territorial websites to be, in general, accessible and easy to navigate. Additionally, documents provided by the provinces and territories (BC, AB, SK, ON, NFL, NS, and YK), including usability testing,

<sup>44</sup> The Complete E-Commerce Book, Janice Reynolds, 2004.

<sup>45</sup> Going to Canada Website Evaluation, IPSOS-Reid Public Affairs, April 2008.

<sup>46</sup> Ibid.

customer segmentation, and search engine optimization studies, demonstrate that the provincial and territorial portals are generally usable, functional and easy to navigate, and have undergone improvements to ensure their target audiences are receiving the information they require in an easy to use format. Examples of these studies are provided in Table 3-6.

**Table 3-6: Studies Commissioned by the Provinces and Territories on their Portals**

Province/territory	Examples of studies: Commissioned by the provinces and territories
Saskatchewan	<p>A 2009 usability study of the Saskatchewan Portal found the following:</p> <ul style="list-style-type: none"> <li>• The visual layout and design are extremely appealing, and facilitate findability.</li> <li>• The main navigation headers support the categories of information needed most by potential users, and it is in roughly the order that they would naturally look for the information. Therefore, the site itself emulates users real world needs.</li> <li>• Users search by content and use the site as it is intended.</li> <li>• Users are comfortable with the links that take them to other sites and do not have challenges finding their way back.</li> <li>• The overall tone and concept are positive, motivating, and extremely well received by participants. <ul style="list-style-type: none"> <li>▪ AEEL Immigration Portal Testing, Vision Critical Group, November 2009.</li> </ul> </li> </ul>
Alberta	<p>A 2009-10 survey of Alberta Portal users found that:</p> <ul style="list-style-type: none"> <li>• 80% were satisfied (or better) with their ability to navigate around the website.</li> <li>• 74% found or partially found the information they were looking for.</li> </ul>
Ontario	<p>The Ontario Ministry of Citizenship and Immigration organized a number of focus groups prior to launch to ensure that the content and navigation of the site was intuitive and useful to newcomers. Users were given access to development versions of the site and asked to complete a number of tasks (find a piece of content, answer a question, go through a ‘path’ of the site) and then comment on how easy it was to complete. Users also reviewed the general layout and design of the site, making comments on what they did or did not like and how they would improve the site</p>
Newfoundland and Labrador	<ul style="list-style-type: none"> <li>• In 2007, a content-related research document was prepared by Ryan and Associates.</li> <li>• The provincial government’s Office of Chief Information Officer conducted a usability test prior to the launch of the website.</li> <li>• Focus groups were also held to test the usability of the Portal.</li> </ul>
British Columbia	<ul style="list-style-type: none"> <li>• In 2007, BC conducted an extensive client segmentation study in order to inform the content and website development for the immigration lens of <a href="http://WelcomeBC.ca">WelcomeBC.ca</a>. In 2008, they applied the same methodology to a new segmentation study in order to inform the content and website development for Canada’s first welcoming communities gateway.</li> <li>• In 2008, BC conducted usability testing of <a href="http://WelcomeBC.ca">WelcomeBC.ca</a>.</li> <li>• In 2010, BC conducted a comprehensive SEO review. The analysis in this report is being used to enhance their portal and improve outcomes. The SEO review was conducted in conjunction with the migration of the portal to a new CMS platform, which provided an opportunity to change the taxonomy, information architecture and meta-tagging. Many of the recommendations made in the report have already been implemented.</li> </ul>

### 3.2.7. Quality of information

*The GTC-IP provides high quality information for its target audience.*

For the purposes of this evaluation, the quality of the GTC-IP was assessed according to three criteria, including:

1. **Relevance:** whether information provided was pertinent and significant to its target audience.
2. **Clarity:** the manner in which information is presented, such as whether it is readable and understandable to the target audiences.
3. **Currency:** the extent to which the information on the GTC-IP is up-to-date.

A 2007 study of GTC (that included eight focus groups and 46 one-on-one interviews in eight cities) found “widespread agreement that the content is clear and easy to understand.”<sup>47</sup>

These findings were supported by the 2010 assessment of the GTC-IP by the subject matter expert who looked specifically at the relevance, clarity and currency of information presented on the GTC-IP. Based on his expertise in immigration and settlement content, the subject matter expert found that the GTC-IP is relevant to its target audience, provides clear information that is sufficiently up-to-date, easy to read, understandable and at an appropriate language-level for new and prospective immigrants. No concerns were raised by the subject matter expert about the content presented on the GTC-IP (the GTC website and the WiC website).

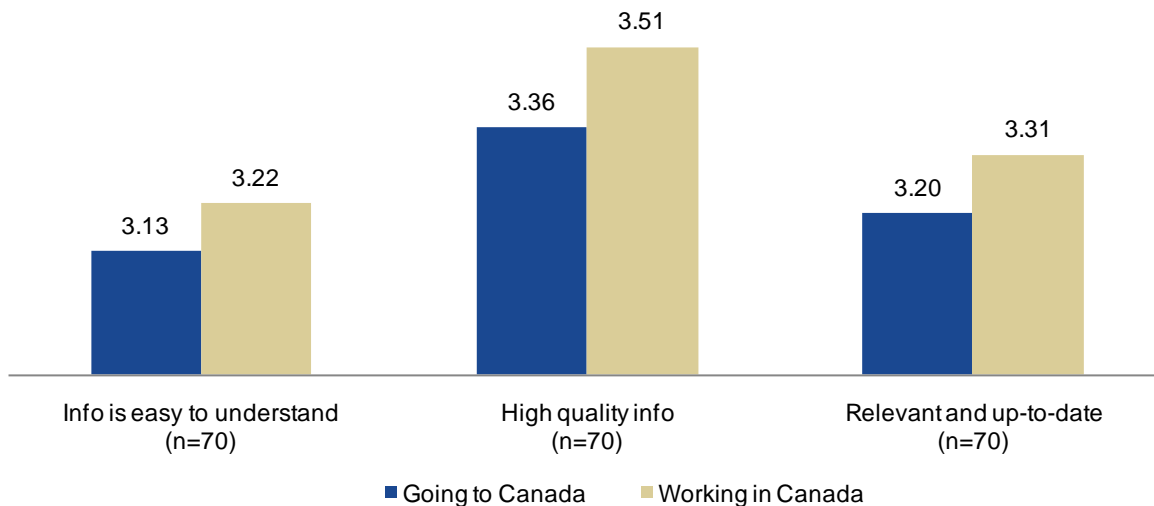
As part of their survey, intermediaries were also asked to comment on a number of specific attributes related to the quality of the GTC-IP. As shown in Figure 3-4, all three statements related to quality received high agreement ratings from intermediaries who used the GTC (n=70) and WiC (n=70) sites, with only marginal differences observed between the GTC and WiC websites. Specifically, intermediaries agreed that information on the GTC-IP is easy to understand (3.13 for the GTC website and 3.22 for the WiC website), the information is of high quality (3.36 for the GTC website and 3.51 for the WiC website), and the information is relevant and up-to-date (3.20 for the GTC website and 3.31 for the WiC website). Similarly, three-quarters (75%, 168 of 224) of online users said that information presented on the GTC-IP was easy to understand.

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<sup>47</sup> Going to Canada Immigration Portal Qualitative Research, Phoenix Strategic Perspectives Inc., March 2007.



**Figure 3-4: Comparison of specific attributes of quality of GTC and WiC by intermediaries**



Note: Respondents were asked to rate their agreement with statements regarding the quality of the websites on a scale of 1 to 4 (where 1 is “Completely agree” and 4 is “Do not agree at all”). Only respondents who used each site provided an assessment of its quality.

Despite these findings and the 121 updates that have occurred on the GTC since 2008, CIC key informants generally reported that the information on the GTC website needs to be updated more often. The anticipated merger of the GTC with the CIC website was often cited as the main reason for fewer updates to the GTC website. In addition, there was strong agreement among both CIC and HRSDC key informants that the page updates on the WiC website occur on a regular basis and those updates are sufficiently frequent. Updates to the WiC tool and the social media pages (e.g., Facebook and Twitter) are made by HRSDC on a daily basis to ensure they are relevant and up-to-date. CIC dashboard reports from 2010, which includes statistics on web publishing requests and updates, also indicate that the main CIC site is updated daily.

***The content provided on the provincial and territorial portals, in general, is relevant, easy to understand and consistent with the GTC website and WiC website.***

Like the GTC-IP, the quality of content on the provincial and territorial portals was reviewed by the subject matter expert to assess relevance, clarity and currency, and also to assess the consistency of their content with the content presented on the GTC-IP. The subject matter expert found that the content presented on the provincial and territorial portals was both relevant and current. That is, they provided information that is accurate and needed by new and potential immigrants and immigrant service organizations, and the information is up-to-date, providing the most recently available information that would help new and potential immigrants make a decision about immigrating, living, working, settling, visiting, or studying in Canada. Furthermore, information on the provincial and territorial portals was found by the subject matter expert to be consistent with content presented on the GTC website and the WiC website – a finding echoed by key informants from the provinces and territories.

In terms of the clarity of the provincial and territorial portals, the subject matter expert generally found the content on those portals to be clear, and easy to read and understand. A few

suggestions were made by the subject matter expert to increase clarity on three of the provincial and territorial portals as follows:

- A number of links on the Yukon portal (French) presently link to English text, where French text would be readily available;
- Several pages on the Manitoba portal (English and French) are duplicated, but with different URLs; and,
- The Prince Edward Island portal should undergo an English editorial review.

In addition to the subject matter expert review, a number of the provincial and territorial portals have commissioned their own language assessment studies to assess the language level (or readability) of their portals. Language assessment studies using commonly accepted standards and/or focus groups on readability have been commissioned to assess the language level of the portals in British Columbia, Alberta, Ontario and Newfoundland and Labrador. All studies found that the information presented on those portals was easy for new and potential immigrants to understand and was presented at an acceptable level (e.g., 85% who responded to a survey posted on the Alberta portal in 2009-10 agreed that the language was easy to understand).

A number of provincial/territorial portals have also received awards and recognition for the overall quality of their portal. For example, the British Columbia portal received an award from the Institute of Public Administration in Canada (IPAC) in 2009 as recognition of the portal contributing to an improvement to a part of the public sector. The British Columbia portal also received the BC Premier's Award of Excellence (2008-09), and a Public Sector Information Technology Award (2008). More recently (December 2010), the Saskatchewan portal has won a Silver Leaf Award from the International Association of Business Communicators (IABC) in the Interactive Media category. In addition, several municipal websites in Ontario have won awards for their websites as part of the Welcoming Communities' Initiative.

### 3.2.8. User satisfaction

*Users are satisfied with the GTC-IP and would recommend it to others.*

Data from multiple lines of evidence demonstrate that the target audience is generally satisfied with the GTC-IP. For example, focus group participants (including both users and non-users of the Portal) said that they were satisfied with the information provided on the GTC-IP and 75% (223 of 299) of online users reported that they were satisfied with the GTC-IP.

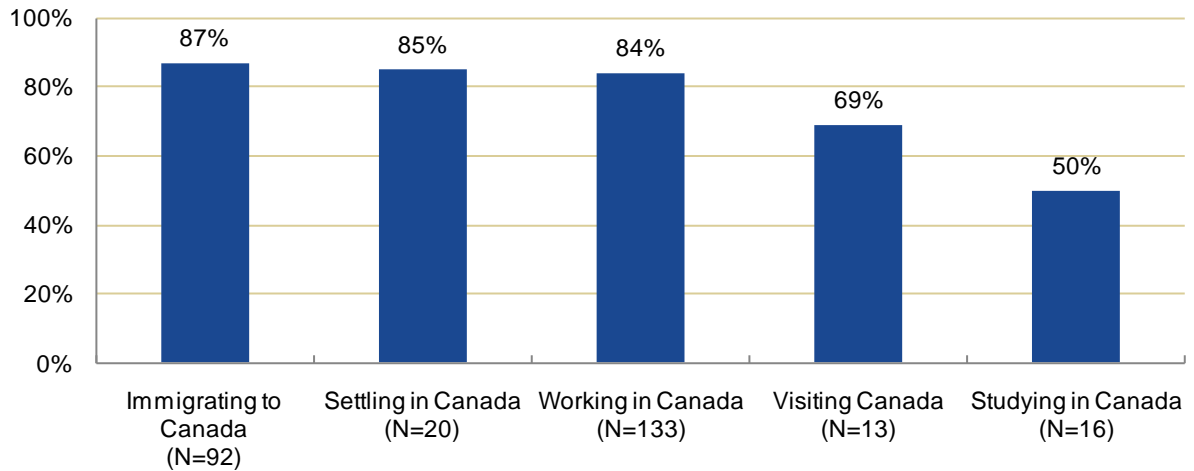
Online users were further asked to rate the usefulness of the information provided on immigrating, working, settling, visiting and studying in Canada. As shown in Figure 3-5, a large majority of respondents found the information on immigrating, settling and working in Canada to be useful (gave a rating of 1 or 2), and at least half who were looking for information on visiting and studying said that they found the information to be useful.

Findings presented in Figure 3-4 are supported by a 2008 usability study of the GTC-IP, which stated that, "*A majority are satisfied with all elements of the Web site included in the survey.*"<sup>48</sup>

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<sup>48</sup> Going to Canada Website Evaluation, IPSOS-Reid Public Affairs, April 2008.

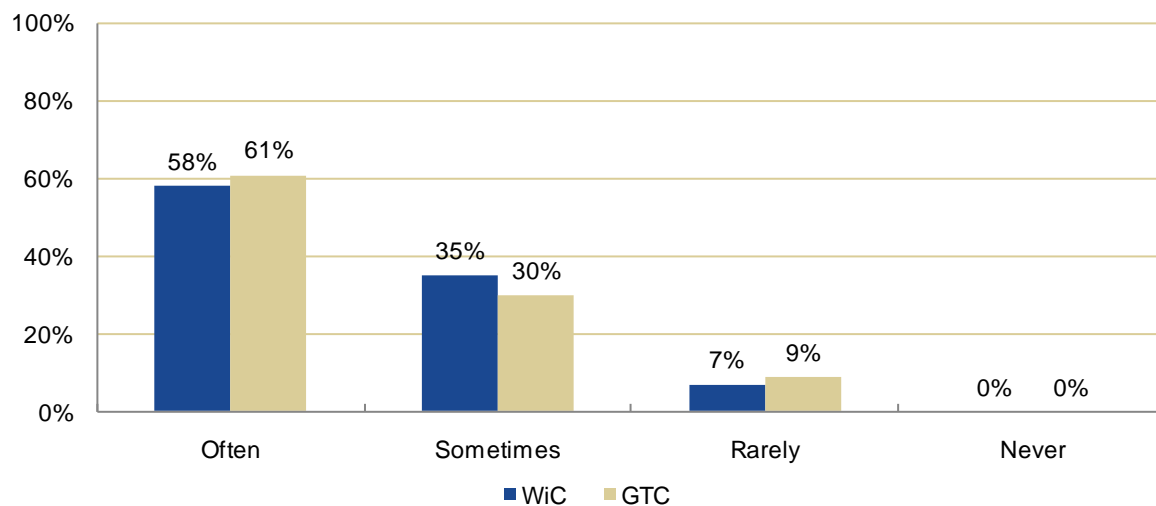
**Figure 3-5: Percent of online users who found specific components of the GTC-IP to be useful**



Note: The number of respondents varies by category because only those who had viewed those pages were asked to provide an assessment of the related content.

A further measure of satisfaction is the extent to which GTC-IP target audiences would recommend the GTC-IP to others, including friends, family members, and/or clients. A very high percentage of online users (88%, 122 of 140) said they would recommend the GTC-IP to others, while an additional 79% (55 of 70) of intermediaries said they would recommend the WiC website and 77% (54 of 70) of intermediaries would recommend the GTC website to their clients. Of those intermediaries who reported that they have recommended the WiC to their clients, 58% (32 of 55) recommend it often, and only 7% (4 of 55) rarely recommend it. Similarly, the majority of intermediaries who have recommended the GTC to clients, recommend it often (61%, 33 of 54), and only 9% (5 of 54) rarely recommend it.

**Figure 3-6: Frequency of intermediaries recommending WiC or GTC**



*The target audience is satisfied with the provincial and territorial portals.*

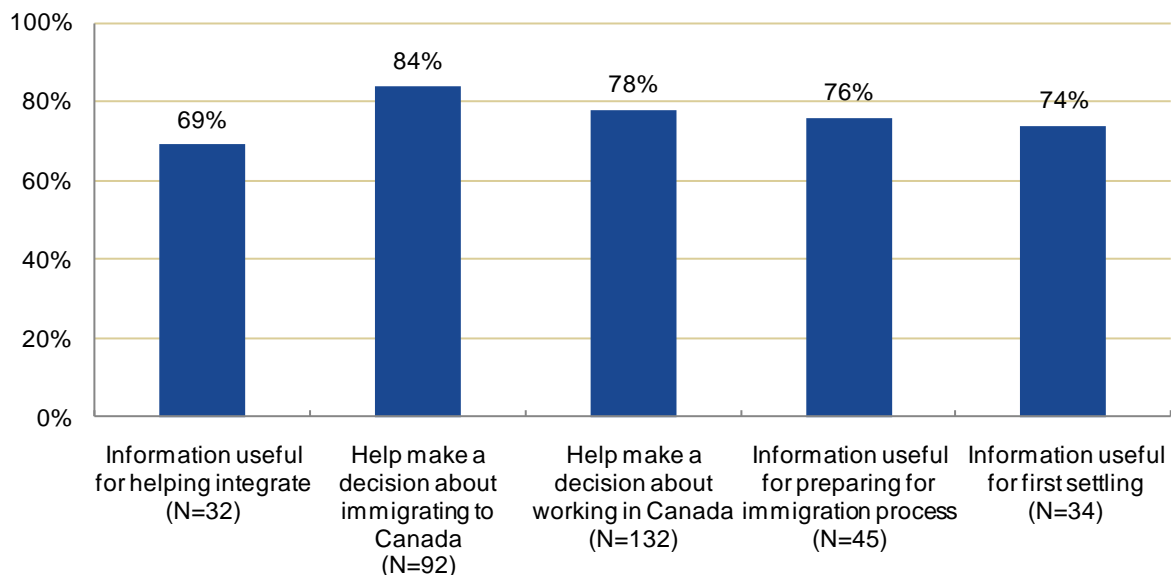
Studies commissioned by some provinces and territories, including focus groups and satisfaction studies/surveys, show that the target audiences are satisfied with the provincial and territorial portals. For example, focus group testing conducted by British Columbia in 2008 with recent immigrants and service provider organizations demonstrated that users are generally satisfied with the information provided on the British Columbia portal. In 2009-10, 68% of respondents who completed a feedback survey on the Alberta portal said that they were satisfied with the website. In addition, 88% (36 of 41) of intermediaries who participated in the online survey conducted for this evaluation said that they have recommended the provincial and territorial portals to new and prospective immigrants.

### 3.2.9. Impact of the GTC-IP

*Information provided on the GTC-IP is having a desired impact on users.*

Data from multiple lines of evidence show that the GTC-IP is providing needed information that is helping new and prospective immigrants. As shown in Figure 3-7, sixty-nine percent (69%, 22 of 32) of online users who participated in the survey said that the information provided on the GTC-IP was useful in helping them integrate into Canadian society. Furthermore, online users said the information provided on the GTC-IP helped them make a decision about immigrating to Canada (84%, 77 of 92) and working in Canada (78%, 103 of 132). Online users also found the information on the GTC-IP useful in preparing for the immigration process and for helping them to settle in Canada. In addition to survey data, focus group participants who had used the GTC-IP reported that the information provided on the Portal helped them prepare for the immigration process and non-users reported that the information would have been helpful to them had they known about it.

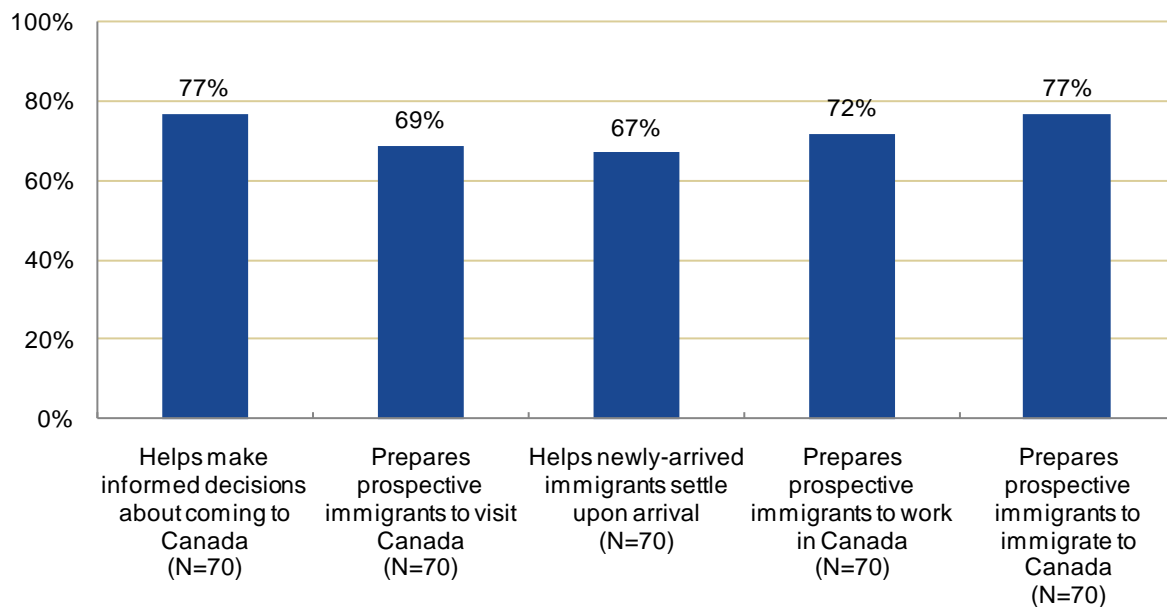
**Figure 3-7: Percent of online user survey respondents indicating instances where information on GTC-IP was useful/helpful**



Another measure of the impact of the GTC-IP is the extent to which it has resulted in increased knowledge among new and prospective immigrants. Online respondents to the user survey were asked if they had learned something new while visiting one of the GTC-IP sites and 77% of respondents (229 out of 299) indicated that they had learned something new with the information found on the Portal.

As well, intermediaries were asked to comment on the usefulness of the GTC-IP as it related to the needs of their client-base of new and prospective immigrants. As shown in Figure 3-8, 73% of intermediaries found the GTC-IP useful overall, including 77% (54 of 70) who said the GTC-IP helps immigrants make informed decisions about coming to Canada, 72% (50 of 70) who said the GTC-IP prepares prospective immigrants to work in Canada, and 77% (54 of 70) who said the GTC-IP helps prepare prospective immigrants to immigrate to Canada.

**Figure 3-8: Percent of intermediaries who found specific aspects of the GTC-IP useful for new and prospective immigrants**



Of those online user survey respondents who currently live in Canada but were not Canadian by birth, 76% (34 of 45) said that they found the information on the GTC-IP to be useful in helping them prepare to immigrate to Canada.

### 3.2.10. Location of the GTC-IP

*The move to fully integrate the Portal with the CIC main site has been favoured by CIC, with other stakeholders and newcomers citing the potential challenges and weaknesses of providing GTC-IP content at this location.*

In September, 2008 a “Portal and CIC Main Site implementation Plan” was drafted to articulate an approach for the partial integration of the GTC-IP into CIC’s main site. In the Plan, it was stated that incorporating GTC-IP content and tools into the CIC website “would maximize value for taxpayers and CIC website visitors, namely prospective immigrants and newcomers.” Furthermore, it stated that “as the CIC website receives approximately 50 visitors for every single

visitor to the GTC-IP, incorporating GTC-IP elements into the CIC website will result in a much higher number of people exposed to [its] valuable content, without the added effort of promoting the GTC-IP as a separate entity.”

As previously noted, the GTC-IP RMAF also provided information on what full integration of the GTC-IP into the CIC main site could consist of. CIC, HRSDC, and provincial and territorial key informants were all asked to provide their opinion on full integration. Responses and opinions among those three key informant interview groups differed as follows:

- a) Among the twelve CIC key informants, just over half were in favour of moving GTC-IP content to the CIC website, five of which cited the necessary conditions that would allow such a move, such as ensuring that GTC-IP content be placed prominently on the CIC website. Only one CIC informant wanted the GTC-IP maintained at its current location and URL, while three others provided pros and cons for maintaining the URL or moving content to the CIC website. Most CIC respondents felt that a site move would garner more visitors to the GTC-IP<sup>49</sup>. These interviewees also stated the benefits of having all of the information in one location, which would help to reduce duplication of content and confusion among new and prospective immigrants.
- b) Among the seven HRSDC key informants, all provided responses on the pros and cons of both options (maintaining the information in its current location versus moving the GTC-IP to CIC); however, most were generally supportive of maintaining the GTC-IP as a separate website at its current URL.
- c) Among the eleven provincial and territorial key informants, almost half said that the GTC-IP should be maintained as a separate website at its current URL, two were in favour of moving GTC-IP content to the CIC website, while three provided responses on the pros and cons of each option (maintaining the URL or moving content to the CIC website).

A number of reasons were provided by key informants (CIC, HRSDC, and provinces/territories) to support relocating content on the GTC-IP to the CIC website, including:

- a) Having more visitor traffic to the CIC website compared to the GTC-IP<sup>50</sup> and thus, a greater reach to new and prospective immigrants;
- b) Having all of the information in one location would reduce potential confusion among new and prospective immigrants; and
- c) Removing duplication as much of the information presented on the GTC-IP is already located on the CIC website (e.g., the WiC tool).

Reasons provided by key informants (CIC, HRSDC, and provinces/territories) that supported maintaining the GTC-IP at its current location as a separate website included:

- a) The complexity and current layout of the CIC website would make it difficult, if not impossible for users to find the information presently found on the GTC-IP;
- b) The need to keep settlement and working information together in one location or website; and

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<sup>49</sup> The GTC website received 53,000 unique visitors/month (January to April 2010), while the CIC website received 3,503,912 unique visitors/month (2009).

<sup>50</sup> The WiC website received 220,000 unique visitors/month (January to April 2010), the GTC website received 53,000 unique visitors/month (January to April 2010), while the CIC website received 3,503,912 unique visitors/month (2009).

- c) Concerns that GTC-IP content would not be updated frequently enough if it were moved to the CIC website.

When asked, CIC, HRSDC, and provincial and territorial key informants also said they did not foresee any technical or branding issues that would preclude or complicate moving GTC-IP content to the CIC website.

While focus group participants were not presented with the question of keeping versus moving GTC-IP content to the CIC website, users of the GTC-IP indicated that the GTC-IP provided them with information not readily available on the CIC site (e.g., information sought related to climate, the population (culture), and day-to-day life in Canada), and that the information was helpful to them when planning their move to Canada. Both users and non-users of the GTC-IP generally reported that there is a need for the information provided on the GTC-IP, although there was some ambiguity and confusion between the GTC-IP and the CIC website (particularly among non-users who sometimes had a difficult time distinguishing between the two websites).

As further demonstrated in the focus groups (users and non-users of the GTC-IP), the CIC website was visited most often by people looking for forms, checking on application status, or retrieving technical documentation required to live, work, study, or visit Canada. In spite of this, focus group participants stated that they found the layout and design of the CIC site complex, technical and overly sophisticated in its use of the English and French languages (e.g., language barriers).

### 3.2.11. Cost effectiveness

***The open dialogue and willingness to share information and tools has resulted in cost-savings to partners who would not have the resources to develop them independently. This is a key benefit of the Initiative.***

As part of the evaluation, a comparison of the costs of the GTC-IP (e.g., costs per FTE and costs per unique visitor) to other similar government and non-government portal initiatives was planned. However, due to significant dissimilarities in the scope of the websites, technical considerations and web data capture, the GTC-IP could not be compared to other portal initiatives in terms of usage and costs. For example, each comparator website tracked different metrics on their websites (e.g. unique visitors, page views) and used a variety of web analytics packages to produce reports. This creates an inconsistent and incomparable value related to website usage.

However, the evaluation did reveal that cost-savings and efficiencies resulted from participation in the portal Initiative. The primary cost saving benefit of the GTC-IP stems from the quality added to various sites through collaboration among Portal partners. Half of the interviewees, who provided a response, articulated that the GTC-IP Initiative promoted the creation of networks and partnerships and Table 3-2 in section 3.2.2 provided a list of the various ways in which Portal partners share tools and resources. Through collaboration, the overall quality of participant sites is enriched and more comprehensive information made available on partner sites. In many cases, the production of tools would be cost-prohibitive if Partners were required to develop them on their own.

Other cost-saving qualities of the Portal include the nature of the tools that have been developed and the creative ways in which various partners have used social media to increase site traffic. For example, as a fully embeddable source, the WiC tool is easily merged into the look and feel of any

site on the GTC-IP Initiative without writing additional code or further development. Furthermore, by becoming the source for Canada's labour market information, the level of outreach and exposure that the WiC tool has gained, only further acts to bring users to the GTC-IP and lower advertising costs. HRSDC has also demonstrated effective use of Facebook, Twitter, and YouTube, as cost-saving ways to increase the presence of the Portal.



## Overall conclusions and recommendations

The following section provides the key findings, overall conclusions of, and recommendations stemming from the Summative Evaluation of the Going to Canada Immigration Portal, organized by evaluation issue.

### Key Findings

#### *Relevance*

The evaluation showed that the GTC-IP Initiative is a relevant program that addresses a continuing and demonstrated need by providing complete, up-to-date, and accurate information to its target audience in a more unified manner than most alternative sources. Users of the GTC-IP reported that the Portal contained the information they needed and that it increased their knowledge of living and working in Canada. As well, they reported that the information on the GTC-IP helped them make decisions about coming to Canada, prepare for the immigration process, and integrate into Canadian society upon arrival.

Furthermore, the GTC-IP Initiative demonstrates a high degree of alignment with Federal priorities related to attracting a skilled workforce, and the successful integration of newcomers. The Federal government is well placed to provide national-level, authoritative information and to coordinate the provision of more local-level information provided by provinces, territories, and municipalities.

Nevertheless, a significant amount of GTC content, which was developed for the purposes of the Portal, has been copied and incorporated into the CIC main site in order to leverage its large user population. The lack of distinction in mandate for content provision between GTC and the CIC main site challenges the relevance of the GTC site moving forward. The evaluation showed uncertainty regarding future directions of the GTC-IP Initiative resulting from the pending decision by CIC to fully integrate the GTC-IP into the CIC main site. The implications of such a move have not been formally discussed with the partners of the Initiative, who highlighted potential issues with integration as part of this evaluation.

#### *Performance*

The GTC-IP Initiative is a relatively new endeavour and has experienced some challenges associated with its stage of development. The Initiative has operated under a governance model that has not been clearly defined and implemented and does not have well-articulated decision-making processes among partners. Key informants also reported a lack of clarity in roles and responsibilities across partners. Governance of the Initiative within CIC has been particularly challenging as a result of a decentralized system with four branches working independently on overlapping program components, and an historical lack of clear leadership. The internal governance of the WiC by HRSDC, however, consists of one team working together, allowing for responsiveness, flexibility, creativity and innovation in WiC's design and delivery.

The fragmented nature of CIC's governance structure may have contributed to inconsistent tracking of allocations and expenditures, including to P/Ts and across Branches. A review of documentation also revealed that provincial and territorial reporting on expenditures was not always completed in a timely fashion and differed in level of detail across P/Ts.

Despite these early challenges, recent improvements in the delivery of the GTC-IP were noted in the evaluation, including the identification of e-Communications Branch as the CIC Portal lead, the creation of a series of draft documents that clarify the governance of the GTC-IP, a revised funding model within CIC that is more responsive to the needs of the Initiative, and improvements in timeliness of reporting by provinces and territories. As well, almost all of the P/T websites are now fully functional. It is anticipated that these improvements will continue to add to the performance of the GTC-IP Initiative moving forward.

The primary strength of the GTC-IP Initiative has been the development of federal/provincial/territorial/ municipal partnerships in the creation and provision of a full spectrum of online information, from the local to the national level. Focus group participants identified this range of information as necessary to assist their decision-making and facilitate their integration once in Canada. The multilateral partnerships that have been created as a result of the GTC-IP Initiative were identified as a key positive unexpected outcome. These multilateral partnerships have resulted in the sharing of content and tools, which has created cost savings for all partners and improved the overall quality and comprehensiveness of information available on partner sites. The GTC-IP communications structures supporting these partnerships are effective and the bi-annual workshops, which facilitate information sharing and relationship-building, were highlighted as a best practice in the evaluation.

Multiple lines of evidence showed that the GTC, WiC, and P/T sites are functional, user-friendly, relevant, easy-to-navigate and provide high quality information. As well, these sites are providing consistent information on immigrating to and working in Canada, likely resulting from the extensive collaboration of Portal partners. A number of provincial/territorial portals have been the recipient of awards and received recognition for the quality of their websites. As well, the WiC tool has shown such success that it has been positioned as Canada's authoritative source for labour market information.

By comparison, the GTC site provides information for potential immigrants and newcomers covering a wide range of topics. The evaluation showed that users of GTC are most frequently accessing the site's information on immigrating to Canada and are less likely to be accessing information on the site related to settling, studying, or visiting Canada's provinces and territories. Provincial and territorial portals provide high quality information on settling and studying and may in the best position to provide this more local level information to the target audience.

The evaluation showed that more could be done to increase the awareness of the high quality information contained on the Portal. Promotional activities by Portal partners varied, with the promotion of the GTC found to be limited, likely as a result of uncertainty over the permanent location of the GTC web assets. This resulted in a lack of growth, but steady usage over time. HRSDC's promotion of the WiC has been effective, facilitating growth in the profile and usage of the WiC site over the last three years. The WiC site has also benefited from the development of partnerships within the Initiative and the placement of the WiC tool on a number of partner sites.

A number of provinces and territories have also engaged in promotion of their sites; however, there is little data available (e.g., usage trends around the time of promotional campaigns) to demonstrate the effectiveness of those campaigns, or the usage of these sites overall. A wide range of practices in web data collection are currently employed among all partners of the GTC-IP (including provinces and territories), which limits the assessment of ongoing performance of the Initiative.

## Conclusions and recommendations

The GTC-IP serves as an authoritative and comprehensive resource for potential immigrants and newcomers to Canada, their friends and family members and immigrant-serving organizations. However, in order for the target population to benefit most from the information housed on the Portal, the information must be easy to find, relevant, understandable, consistent and easy to navigate. As well, the information should fall within a clear mandate of the site that is providing it. Therefore, if the GTC content remains on the Portal URL, it should become the authoritative source for this information and it should be promoted in order to increase the target population's awareness of it. If full integration of the GTC-IP into the CIC main site moves forward, navigation issues and profile of the GTC-IP content must be addressed. As well, some information currently housed on the GTC was less likely to be accessed and may be more appropriately delivered by the provincial/territorial or municipal sites. The WiC tool is currently the authoritative source for labour market information in Canada and HRSDC should continue its promotion and related partnership development.

### *Recommendations*

- (CIC) Develop a strategy to address the issues associated with the location of the GTC-IP and its related content and tools, including:
  - The implications if full integration of the GTC-IP into the CIC main site takes place. This could include issues concerning navigation, organization of GTC-IP components, and content updates, for example;
  - The elimination of information overlap that exists between the CIC main site and the GTC site;
  - The determination of which GTC content areas are appropriate to remain on this federally operated website.
- (CIC and HRSDC) Consider ways to improve the promotion and usability of GTC-IP related content and tools.

The multilateral partnerships established through the GTC-IP Initiative were integral in allowing for the creation and provision of consistent, high-quality information in a cost-efficient manner. The partnerships were identified as the key strength of this Initiative and should be maintained. The partners of the GTC-IP should continue to develop and provide users with high quality content and tools as they continue to have a high degree of relevance. The communication structures used by Portal partners are also effective and should be continued, particularly the bi-annual workshops, which were identified as a best practice. Additional multilateral communications may improve issues with governance and reporting that were identified in the evaluation.

### *Recommendations*

- (CIC and HRSDC) Establish a plan to clarify the horizontal governance structure of the GTC-IP, including decision-making protocols and oversight structure.
- (CIC) Develop a strategy to address issues concerning CIC internal governance.

- (CIC and HRSDC) Consider ways for Portal partners to further facilitate multilateral communications.

Improvements to Portal governance and communications structures would also assist in the development of common performance measures across the Initiative, improving partners' ability to assess ongoing performance. Clarity in decision-making processes and roles and responsibilities of partners related to CIC's internal financial tracking system and reporting by CIC and P/Ts would lead to benefits for the department.

### ***Recommendations***

- (CIC and HRSDC) Address issues related to reporting and financial tracking:
  - a) (CIC) Develop a strategy to address reporting issues, both internally within CIC and with provincial and territorial partners. This includes issues dealing with financial tracking, the timeliness of reporting and the clarity of reporting requirements, as well as clarity concerning the roles and responsibilities of these partners.
  - b) (CIC and HRSDC) Work together to establish common performance measures and consistent web data collection across all partners of the Portal Initiative.

## Appendix A: Going-to-Canada immigration portal logic model

Copy of the logic model (Appendix A) is available upon request to [Research-Recherche@cic.gc.ca](mailto:Research-Recherche@cic.gc.ca).

## Appendix B: Evaluation matrix

Evaluation Questions	Indicators	Potential Data Sources	Report Section
<b>Relevance</b>			
1. Does the initiative continue to be consistent with departmental and government-wide priorities?	Degree of alignment with Departmental Strategic Outcomes Degree of alignment with the Government of Canada priorities	<ul style="list-style-type: none"> <li>Document review</li> <li>Key informant interviews</li> </ul>	3.1.2
2. Does the GTC-IP initiative continue to address a demonstrated need?	Evidence of GTC-IP as information source for prospective and new immigrants  Perceptions of program partners and stakeholders with respect to continued information needs.	<ul style="list-style-type: none"> <li>Web analytics (e.g. Website ranking, traffic)</li> <li>Key informant interviews</li> <li>Survey of prospective and new immigrants</li> <li>Focus groups</li> <li>Document review</li> <li>Literature review</li> <li>External demand data</li> </ul>	3.1.1
3. Are CIC and HRSDC the most suitable delivery mechanisms for these information products and tools?	Perception of stakeholders regarding alternative approaches Level / degree of overlap or duplication with other sources of information (e.g. P/Ts, municipalities, FCRO)	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Focus groups</li> <li>Web research</li> <li>Key informant interviews (program, partners)</li> </ul>	3.1.3
<b>Performance</b>			
4. Is the Portal functional and user friendly?	User perceptions of functionality and user-friendliness (taxonomy, navigation)  IM/IT professional evaluation of quality of information architecture / taxonomy / navigation (e.g. appropriate selection and use of meta data)  # of errors/malfunctions on the site  Scanning analysis of Entry Pages (i.e. pages visitors are using to access the Websites/Portal - Are users coming to the site at the expected pages?)  Performance of on-line service delivery (uptime and time to fix downtime)	<ul style="list-style-type: none"> <li>Online user survey</li> <li>Web analytics /Log File Analysis</li> <li>External Demand Data</li> <li>Usability testing</li> <li>Client inquiries</li> <li>CLF2 compliance testing</li> <li>Program documentation</li> <li>Search Engine Research</li> <li>On-line surveys</li> <li>Web analytics /Log File Analysis - link analysis (links to/from Website)</li> <li>Help desk tickets raised</li> <li>Web analytics /Log File Analysis</li> <li>Service Level Definitions</li> <li>Operations Centre Metrics</li> </ul>	3.2.6

Evaluation Questions	Indicators	Potential Data Sources	Report Section
<p>5. Is the governance structure, internally within each department (CIC and HRSDC), between CIC and HRSDC, and between GoC and P/Ts) for the Portal effective?</p>	<p>Perceptions of the effectiveness of the governance structure</p> <ul style="list-style-type: none"> <li>Including comparisons of CIC’s GTCIP governance structure with that of HRSDC’s and other similar government websites</li> </ul> <p>Senior management perceptions of governance structure</p> <p>GTC-IP stakeholder and partner understanding / clarity of roles and responsibilities</p> <p>Timeliness of decision-making</p> <p>Communication structures in place</p> <p>Adequacy of meetings to address issues and documentation to record decisions</p>	<ul style="list-style-type: none"> <li>Interviews with key informants (partners, program, management)</li> <li>Document review (i.e. other departmental website evaluations)</li> <li>Interviews with key informants (management)</li> <li>Interviews with key informants (partners, program, management)</li> <li>Document review</li> <li>Interviews with key informants (partners, program, management)</li> <li>Document review</li> <li>Interviews with key informants (partners, program, management)</li> <li>Document review</li> <li>Key informant interviews</li> </ul>	<p>3.2.1</p>
<p>6. Is the Portal URL the most appropriate, efficient and effective to meet the needs of the target population?</p>	<p>Stakeholder perceptions of appropriateness of location (P/Ts, service organizations)</p> <p>Technical implications (feasibility, efficiency etc)</p> <p>Branding implications</p> <p>Usage patterns on Portal vs. CIC main site</p>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>document/file review (of any correspondence)</li> <li>Key informant interviews</li> <li>Technical documentation</li> <li>Focus groups</li> <li>Key informant interviews (with stakeholders)</li> <li>Web analytics</li> </ul>	<p>3.2.10</p>
<p>7. Is the target population aware of the GTC-IP? Are they using the GTC-IP? Why or why not?</p>	<p>Extent to which Portal communications products, promotional and outreach activities are targeted/tailored to the primary audience</p> <p>Profile and awareness of GTC-IP among prospective and new immigrants</p> <p>Usage patterns for the GTC-IP</p> <ul style="list-style-type: none"> <li>Trend analysis of referral patterns/traffic patterns (total visits, number of pages per visit, time per visit etc)</li> <li>Usage patterns in comparison with other immigration, settlement and labour market information sources</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Focus groups</li> <li>Interviews with key informants</li> <li>Web analytics</li> <li>Survey of prospective and new immigrants</li> <li>Key informant interviews (Stakeholders)</li> <li>Web analytics (CIC)/ Log Files (HRSDC)</li> <li>Literature review</li> <li>Focus group</li> </ul>	<p>3.2.5</p>

Evaluation Questions	Indicators	Potential Data Sources	Report Section
	Visits by date stamp compared to marketing activities	<ul style="list-style-type: none"> <li>Log file analysis</li> <li>Key informant interviews (partners, stakeholders)</li> </ul>	
	Impediments to use	<ul style="list-style-type: none"> <li>Focus group of users</li> </ul>	
8. Is collaboration and priority setting between and among the federal, provincial and territorial partners effective?	<p>Instances of sharing of best practices and tools</p> <p>Evidence of information sharing between P/Ts and other stakeholders such as municipalities, employers, immigrant service organizations</p> <p>Level of partner satisfaction regarding effectiveness of collaboration</p> <p>Level of partner satisfaction with mechanisms for engagement</p> <p>Evidence of meetings, consultations, working groups, MOUs and other formal agreements with partners and stakeholders</p>	<ul style="list-style-type: none"> <li>Document review</li> <li>Key informant interviews</li> <li>Document Review</li> <li>Key informant interviews (P/Ts, stakeholders)</li> <li>Key informant interviews (partners, stakeholders)</li> <li>Key informant interviews (partners, stakeholders)</li> <li>Document review</li> </ul>	3.2.2
9. Do the provincial/territorial portals contain and provide links to relevant, up-to-date and understandable information on:	<p>Number of P/T/municipal websites developed and launched</p> <p>Quality of P/T Portal content as assessed by public/service providers and subject matter experts</p> <p>User satisfaction with information provided on P/T Portal</p> <p>Plain language benchmarks</p> <p>Visitor traffic patterns</p>	<ul style="list-style-type: none"> <li>Web site review</li> <li>On-line user survey</li> <li>Key informant interviews (stakeholders)</li> <li>Focus groups</li> <li>Assessment by subject matter experts</li> <li>On-line user survey</li> <li>Interviews (stakeholders)</li> <li>Focus groups</li> <li>Public opinion research</li> <li>Web analytics for links to and from portal</li> <li>Review and ranking by a plain language expert</li> <li>Web analytics / Log Files</li> </ul>	3.2.7 3.2.8
10. Does the Portal contain and provide links to relevant, up-to-date and understandable information on:	<p>Quality of Portal content as assessed by public/service providers and subject matter experts</p> <p>User satisfaction with information provided on Portal</p>	<ul style="list-style-type: none"> <li>On-line user survey</li> <li>Key informant interviews (stakeholders)</li> <li>Focus groups</li> <li>Assessment by subject matter experts</li> <li>On-line user survey</li> <li>Interviews (stakeholders)</li> <li>Focus groups</li> <li>Public opinion research</li> </ul>	3.2.7 3.2.8
<ul style="list-style-type: none"> <li>immigrating, settling, living, visiting and studying in the P/Ts?</li> <li>working in the P/Ts?</li> </ul>			
<ul style="list-style-type: none"> <li>immigrating, settling, living, visiting and studying in Canada?</li> <li>working in Canada?</li> </ul>			



Evaluation Questions	Indicators	Potential Data Sources	Report Section
	<p>Average time since last page update</p> <p>Plain language benchmarks</p> <p>Content enhancements and releases</p> <p>Visitor traffic patterns</p>	<ul style="list-style-type: none"> <li>• Web analytics for links to and from portal</li> <li>• Review and ranking by a plain language expert</li> <li>• Program files</li> <li>• Web analytics /Log File Analysis</li> <li>• Web analytics / Log Files</li> </ul>	
11. Does the target population gain knowledge and settlement information regarding provinces, territories and communities from across Canada?	<p>Users identified increased knowledge of settlement information</p> <p>Information gaps identified</p> <p># of users going from the GTC Website to the provincial/territorial Websites</p> <p># of users on pages containing settlement information</p>	<ul style="list-style-type: none"> <li>• On-line user survey</li> <li>• Survey of prospective and new immigrants</li> <li>• Key informant interviews (stakeholders)</li> <li>• Focus groups</li> <li>• Provincial web analytics</li> <li>• Web analytics</li> </ul>	3.2.9
12. Does the target population gain knowledge of immigrating to Canada and, living and working in Canada?	<p>% of surveyed users identifying increased knowledge of living, working in and immigrating to Canada</p> <p>Information gaps identified</p> <p># of users who get a WIC report</p> <p># of users who get a SPO tool report</p>	<ul style="list-style-type: none"> <li>• On-line surveys (users)</li> <li>• Survey of prospective and new immigrants.</li> <li>• Key informant interviews (stakeholders)</li> <li>• Focus groups</li> <li>• Web analytics</li> </ul>	3.2.9
13. Does the Portal contribute to the target population's ability to make informed immigration decisions, prepare for the immigration process and integrate into Canada upon arrival?	<p>% of surveyed users identifying the Portal as informing their decision- making process</p> <p>% of surveyed users identifying the Portal as facilitating integration</p> <p>Usefulness as identified by intermediaries (P/Ts, domestic and international immigrant service organizations, Canadian Embassies and Consulates)</p>	<ul style="list-style-type: none"> <li>• On-line User Survey</li> <li>• Survey of prospective and new immigrants</li> <li>• Focus groups (possibly comprised of recent new immigrants and a comparison group (possibly international) (both bullets)</li> <li>• Key informant interviews</li> </ul>	3.2.9
14. What have been the unintended outcomes of the GTC-IP, if any?	Identified unintended outcomes	<ul style="list-style-type: none"> <li>• Key informant interviews</li> <li>• Focus groups</li> </ul>	3.2.2 3.2.4

Evaluation Questions	Indicators	Potential Data Sources	Report Section
15. Is delivery of the GTC-IP efficient and cost-effective?	Extent of planned to actual resource (FTEs, O&M, contribution funds) use by planned activity	<ul style="list-style-type: none"> <li>• Document review</li> </ul>	3.2.3
	Ratio of management costs to funds contributed to P/Ts (management burden on contribution funds)	<ul style="list-style-type: none"> <li>• Document review</li> </ul>	3.2.11
	Cost per user (cost of initiative/# of users) and trend of that cost	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Web analytics</li> </ul>	
	Cost variance with private sector options	<ul style="list-style-type: none"> <li>• Document review (of Business Cases, MC, etc.)</li> <li>• Secondary research, case studies and international comparisons</li> </ul>	
	CMS cost-effectiveness and efficiency (timeliness, user friendliness)	<ul style="list-style-type: none"> <li>• Key informant interviews</li> <li>• Document review (e.g. Close Out Reports, project documentation)</li> <li>• Secondary research, case study, benchmarking</li> </ul>	

## Appendix C: Ontario's Municipal Immigration Information Online (MIO) program<sup>51</sup>

Through the Canada Ontario Immigration Agreement (COIA), and the GTC-IP initiative, Ontario has developed a program to fund the creation of municipal immigration websites and related online projects. Over the past five years, this has led to the launch of 21 municipal immigration portals representing over 120 communities in Ontario.

These portals have become a model for municipal involvement and collaboration between federal, provincial, and municipal governments with a commitment to partnership, sharing of tools/information and delivery of innovative online projects to attract and integrate newcomers into Ontario communities.

The MIO program provides municipalities with the opportunity to work with community partners to:

- Deliver local immigration information;
- Promote municipalities as an attractive destination for settlement;
- Help newcomers integrate into the community;
- Highlight local labour market gaps;
- Support local employer engagement.

These municipal immigration portals are developing innovative online tools to attract and integrate newcomers to their communities. Online mentoring tools to pair newcomers with retirees in different labour market sectors, online trade fairs where newcomers can interact online with potential employers, and innovative partnerships providing multilingual inquiry services through their website. Municipal partners are also actively sharing their work with other portals, and collaborating with federal partners to provide a wide variety of online information and services to newcomers.

Ontario is also creating tools and content which is then offered to partners for their own use. One example is a partnership project with the Maytree Foundation. Their [HireImmigrants.ca](http://HireImmigrants.ca) 'Employers Roadmap' was adapted and embedded in different municipal partner websites, offering employers a suite of tools to help attract, hire and retain newcomers. The tool is now being embedded in nearly half of the municipal sites, and may also be leveraged by provincial immigration portal partners as well.

The Municipal Immigration Information Online Program, created through COIA, has resulted in a model for inter-governmental partnership and a network of municipal immigration websites. These portals are a best practice in value for money, government innovation as well as a partnership model that encourages sustainability and local engagement.

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<sup>51</sup> This Appendix was submitted to the CIC Evaluation Division by the Ontario Ministry of Citizenship and Immigration, with support from Ontario municipal partners. The MIOs were not included in the GTC-IP evaluation.

## Appendix D: Websites reviewed

The following is the list of websites reviewed:

Going to Canada:	<a href="http://www.goingtocanada.gc.ca">www.goingtocanada.gc.ca</a>
Se rendre au Canada :	<a href="http://www.serendreaucanada.gc.ca">www.serendreaucanada.gc.ca</a>
Working in Canada:	<a href="http://www.workingincanada.gc.ca">www.workingincanada.gc.ca</a>
Travailler au Canada :	<a href="http://www.travailleraucanada.gc.ca">www.travailleraucanada.gc.ca</a>
WelcomeBC:	<a href="http://www.welcomebc.ca/">www.welcomebc.ca/</a>
Immigrate to Alberta:	<a href="http://www.albertacanada.com/immigration">www.albertacanada.com/immigration</a>
Saskatchewan Immigration:	<a href="http://www.saskimmigrationcanada.ca">www.saskimmigrationcanada.ca</a>
Immigrate to Manitoba, Canada:	<a href="http://www2.immigratemanitoba.com/browse">www2.immigratemanitoba.com/browse</a>
Immigrer au Manitoba (Canada) :	<a href="http://www2.immigratemanitoba.com/browse/index.fr.html">www2.immigratemanitoba.com/browse/index.fr.html</a>
Ontario Immigration:	<a href="http://www.ontarioimmigration.ca/en">www.ontarioimmigration.ca/en</a>
Immigration en Ontario :	<a href="http://www.ontarioimmigration.ca/fr">www.ontarioimmigration.ca/fr</a>
New Brunswick: Be...in this place:	<a href="http://www.beinthisplace.ca">www.beinthisplace.ca</a>
Nouveau-Brunswick : Être...ici on le peut :	<a href="http://www.etreicionlepeut.ca">www.etreicionlepeut.ca</a>
Nova Scotia Immigration:	<a href="http://www.novascotiaimmigration.com">www.novascotiaimmigration.com</a>
Nova Scotia Immigration in French:	<a href="http://www.novascotiaimmigration.com/services-en-francais">www.novascotiaimmigration.com/services-en-francais</a>
Prince Edward Island Immigration:	<a href="http://www.gov.pe.ca/immigration">www.gov.pe.ca/immigration</a>
Prince Edward Island Immigration in French:	<a href="http://www.gov.pe.ca/immigration/index.php3?lang=F">www.gov.pe.ca/immigration/index.php3?lang=F</a>
Immigrate to Newfoundland and Labrador:	<a href="http://www.nlimmigration.ca/en.aspx">www.nlimmigration.ca/en.aspx</a>
Immigrez à Terre-Neuve-et-Labrador :	<a href="http://www.nlimmigration.ca/fr.aspx">www.nlimmigration.ca/fr.aspx</a>
Yukon Immigration:	<a href="http://www.immigration.gov.yk.ca">www.immigration.gov.yk.ca</a>
Yukon Immigration in French:	<a href="http://www.immigration.gov.yk.ca/fr/index.html">www.immigration.gov.yk.ca/fr/index.html</a>

## Appendix E: Documents reviewed

CIC/HRSDC and other government department documents related to priorities and commitments:

- Labour Market Information Advisory Panel - Final Report, May 2009
- Comité consultatif sur l'information sur le marché du travail - Rapport final, Mai 2009
- CIC / HRSDC (see 2009-2010 RPP) - Program Activity Architecture (PAA)
- CIC Letter of Understanding
- CIC/HRSDC Departmental Performance Report (DPR) (2006-2009)
  - CIC DPR, 2008-2009 | CIC DPR, 2007-2008 | CIC DPR, 2006-2007
  - HRSDC DPR, 2008-2009 | HRSDC DPR, 2007-2008 | HRSDC DPR, 2006-2007
- CIC/HRSDC Report on Plans and Priorities (RPP) (2007-2010)
  - CIC RPP, 2009-2010 | CIC RPP, 2008-2009 | CIC RPP, 2007-2008
  - HRSDC RPP, 2009-2010 | HRSDC RPP, 2008-2009 | HRSDC RPP, 2007-2008
- Review of Recent Literature on Horizontal Management

GTC-IP program documents such as policies, briefing notes, financial reports, statistical reports, public opinion and other research documents, usability testing reports, search engine optimization reports, client inquiry reports, web strategy documents, etc.:

- GTC-IP Project Charter
- TBS Submission
- GTC-Portal Evaluation Matrix
- GTC-IP Terms of Reference, RFP, SOW, logic model
- F/P/T Jurisdiction Template (Portal Conference 2010)
- Going to Canada Website POR Quantitative Report March 2008 (IPSOS Reid)
- Going to Canada Website POR Qualitative Report April 2008 (IPSOS Reid)
- 2007 POR WiC Tool Report
- Qualitative Research on the “Working in Canada” Tool of the Going to Canada Immigration Portal (Ekos 2007)
- Executive Study - 2008 HRSDC WiC Portal Study
- Final Report - 2008 HRSDC WiC Portal Study (English)
- ACCC 2008 Draft Report - Going to Canada Portal
- ACCC 2008 Draft Report - Compiled Comments
- ACCC 2009 Report - Working in Canada Portal
- April 2010 – Going To Canada Immigration Portal – Working In Canada - Final Report, by SAGE Research Corporation.
- Web Presence Audit of WiC
- High-Level Social Media Guideline Review & Recommendations
- Social Media Performance Measurement Framework
- High-Level Microblogging Justification Document
- Heuristic WiC Tool and Homepage Audit
- 2010 - Working in Canada Review by ACCC

- March 2010 - Immigrants and the Internet: The information needs of Canadian immigrant job seekers and [www.workinginCanada.gc.ca](http://www.workinginCanada.gc.ca) by Faculty of Information - University of Toronto.
- March 2008 - Guide to Working in Canada Study, by Phoenix Strategic Perspectives Inc.
- May 2009 - Working Together to Build a Better Labour Market Information System for Canada, by Drummond

GTC-IP web-produced reports:

- Portal Web metrics reports (prepared by CIC, monthly)
- WiC Tool Web Metric Reports
- Web Analytics/Performance Report (AWstats) April 2009
- Going to Canada- Immigration Portal Statistics
- GTC-IP Technical Survey

GTC-IP RMAF and Data Capacity Assessment:

- GTC-IP RMAF (final version)
- GTC-IP Data Capacity Analysis (Task 6)
- GTC-IP Data Capacity Analysis (Task 5)
- GTC-IP Data Capacity Analysis (Task 4)
- GTC-IP Data Capacity Analysis (Task 3 Matrix)

Annual Service Plans of BC and MB, provincial Portal contribution agreements and financial/activity reports, MOUs, action plans and progress reports:

- Backgrounder - Funding Agreements with P/Ts
- CIC Contribution Agreements with P/Ts
  - Alberta, Saskatchewan, Ontario, New Brunswick, Prince Edward Island, Nova Scotia, Newfoundland and Labrador, Yukon and Northwest Territories
- British Columbia and Manitoba Annual Service Plans
- HRSDC MOUs with P/Ts
- GTC-IP Progress Reports
- GTC-IP Action Plans
- Memorandum to the Minister – Request to extend existing contribution agreements with P/Ts pertaining to the GTC-IP
- Portal Workshop Updates for BC, Alberta, Saskatchewan, Manitoba, Ontario, New Brunswick, Prince Edward Island, Nova Scotia, Newfoundland and Labrador, Yukon and Northwest Territories
- Summary and Future Agenda Items for March 2008 FPT Immigration Portal Workshop
- FPT Immigration Portal Workshop Meeting Notes October 2008
- FPT Immigration Portal Workshop Summary for March 2009
- Provincial/territorial Status Updates March 2010
- June 2010 Workshop Outcomes
- Agenda and Documents for September 2010 Workshop

Communication and promotional materials, including FAQ, press releases, fact sheets:

- GTC-IP Backgrounder

- Communications Policy of the Government of Canada (TBS) – section on Internet and Electronic Communication and Technical Innovation and New Media
- Best Practices in Outreach and Digital Marketing - BC Presentation (FPT Portal Workshop 2010)
- News Release - Government of Canada supports Nunavut in attracting immigrants to the territory
- GTC-IP Promotional materials

Memorandum of Understanding between Working in Canada and their Partners:

- Alberta MOU
- CIC MOU
- Manitoba MOU
- Ontario MOU





## Appendix F: WiC tool data matrix and process flow

Copies of the process map (Appendix F) are available upon request to [Research-Recherche@cic.gc.ca](mailto:Research-Recherche@cic.gc.ca).