



# Communication Canada

## Performance Report

For the period ending  
March 31, 2002

Canada

## The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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## Foreword

In the spring of 2000, the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the Government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Departments and agencies are encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on outcomes - benefits to Canadians and Canadian society - and describes the contribution the organisation has made toward those outcomes. It sets the department’s performance in context and discusses risks and challenges faced by the organisation in delivering its commitments. The report also associates performance with earlier commitments as well as achievements realised in partnership with other governmental and non-governmental organisations. Supporting the need for responsible spending, it links resources to results. Finally, the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments and agencies strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organisation according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

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This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:  
<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to:

Results-based Management Directorate  
Treasury Board of Canada Secretariat  
L’Esplanade Laurier  
Ottawa, Ontario K1A 0R5

**OR** to this Internet address: [rma-mrr@tbs-sct.gc.ca](mailto:rma-mrr@tbs-sct.gc.ca)

# Communication Canada



## PERFORMANCE REPORT

For the period ending March 31, 2002.



Communication  
Canada

Canada

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## **MINISTER'S MESSAGE**

I am pleased to present to Canadians the very first Performance Report for Communication Canada, for the fiscal year 2001-2002.

This year saw the creation of Communication Canada through the merger of the Communications Co-ordination Services Branch (CCSB) of Public Works and Government Services Canada (PWGSC) with the Canada Information Office. Since the new organization came into existence on September 1, 2001, this fiscal year was one of transition. It is no simple matter to merge and integrate two existing entities, each with their own administrative, financial and computer systems, and I must emphasize how quickly and effectively Communication Canada staff managed to get the new organization up and running.

By informing the public about government services for children and their families, by facilitating direct interaction between government representatives and citizens, by supporting community events and by promoting the values of tolerance and inclusiveness in Canadian society, Communication Canada helped to advance the priorities of Canadians and their government.

In closing, let me say that I am especially proud of Communication Canada's accomplishments in connection with the events of September 11. Some Communication Canada programs were central to the government's immediate response to urgent needs for information. Other programs played a leading role in the government's efforts to deal with the longer-term effects of this crisis, whether in terms of public security or in relation to the promotion of social tolerance and inclusiveness.

Ralph Goodale  
Minister Responsible for Communication Canada

## **OBJECTIVE AND OUTLINE OF REPORT**

The Performance Report, published annually, is the means by which a department reports on the achievement of the strategic results it seeks to obtain. Strategic results are long-term benefits for Canadians that stem from a department's mandate, mission and vision. These strategic results are set out at the beginning of the year in the Report on Plans and Priorities.

### **Objective**

The purpose of this report is to make parliamentarians and all Canadians aware of the successes achieved and challenges met by Communication Canada in pursuing its strategic results during the 2001-2002 fiscal year, i.e. from April 1, 2001 to March 31, 2002.

### **Outline**

The report is organized as follows:

- Part 1 provides an overview of Communication Canada.
- Part 2 gives a general outline of the context in which Communication Canada conducted its activities during the 2001-2002 fiscal year and describes its strategic objectives.
- Part 3 focuses on Communication Canada's performance.
  - First, it describes the principal accomplishments and key outcomes of the 2001-2002 fiscal year for each of the strategic results.
  - Then, it addresses the main risks and challenges found in pursuing our objectives and the measures taken to handle them.
- The conclusion draws a general picture of the results obtained.
- The final section (Appendices) presents the financial information.

## OVERVIEW OF COMMUNICATION CANADA

### Rationale

The mandate of [Communication Canada](#)<sup>1</sup> is to improve communications between the Government of Canada and Canadians. In so doing, it offers corporate communications products and services, and supports the Government's commitment to a strong and united Canada.

Communication Canada works with other departments and agencies, non-governmental organizations and the private sector on initiatives to inform Canadians about the programs and services made available to them by the Government of Canada. It provides Canadians with a single point of access to Canadian government information and services by telephone, over the Internet or in person.

Communication Canada is one of four central organizations that support the government in communicating with Canadians. The other three are the [Privy Council Office](#) (PCO), [Public Works and Government Services Canada](#) (PWGSC) and the [Treasury Board Secretariat](#) (TBS). Communication Canada supports the efforts of the Cabinet Committee on Government Communications by developing and implementing a wide range of initiatives to strengthen government communications with Canadians.

Communication Canada works with other federal departments and agencies to achieve its strategic objectives. With its federal partners, it promotes a horizontal corporate approach based on the needs of citizens and offers a consistent, integrated image of the Government of Canada.

### Organization and accountability

Communication Canada has a single business line: *corporate communications*.

The Executive Director of Communication Canada reports to the chairperson of the Cabinet Committee on Government Communications. Communication Canada has three main sectors: Public Programs and Services, Strategy and Research, and Communications Programs and Services. Each sector is headed by an Assistant Executive Director.

The Corporate Services Branch, led by a Director General, supports the sectors' activities. The Executive Director, supported by the three Assistant Executive Directors and the Director General of Corporate Services, is accountable for the business line.

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<sup>1</sup> Words underlined in the print version correspond to hyperlinks in the electronic version.



## CONTEXT

### The creation of Communication Canada

Communication Canada was created on September 1, 2001, by merging the Canada Information Office (CIO) with the Communications Co-ordination Services Branch (CCSB) of Public Works and Government Services Canada (PWGSC). PWGSC retained responsibility for the CCSB budget until the end of the 2001-2002 fiscal year. As a result, this report will cover only part of Communication Canada's programming, i.e. the programs inherited from the CIO. Conversely, many of the activities conducted since September 1, 2001, under the aegis of Communication Canada will be included in this year's PWGSC Performance Report.

Building an organization that can perform its role of improving communications with Canadians calls for an effective infrastructure. Many of the new organization's efforts went into setting up unified systems for operational, financial and information management. Other requirements included a legal opinions office and a mail room. As well, over 200 relocations were carried out to support the reorganization during the last four months of the fiscal year.

The key outcome of these efforts was that our programs and services, for other government departments and agencies and for the general public, were delivered without interruption or deterioration.

### A new operating environment

Only ten days after Communication Canada came into existence, the Government of Canada was faced with one of the biggest communications challenges of recent years: responding to Canadians' questions and concerns as a result of the terrorist attacks on the United States. In the hours that followed the attacks, Communication Canada mobilized resources to provide citizens and government employees with clear, accurate information about the situation.<sup>2</sup> Communication Canada also played a key role in the medium-term response of the Government of Canada, co-ordinating its [communications efforts](#) and organizing an information campaign around issues of security and citizenship and tolerance.

Like most Canadian government departments and organizations, Communication Canada had to revamp its activities and review its planning to reflect the events of September 11. In addition, enhanced security measures across the government, combined with the effects of the slowdown in the North American economy during this period, led to profound changes in the budget context in which we operated.

This was the changing and sometimes uncertain context in which Communication Canada pursued its strategic objectives.

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<sup>2</sup> For the reasons given above, some of our activities at that particular time are included in the PWGSC Performance Report.

## Strategic results

The strategic results covered in this report were set out in Communication Canada's [2001-2002 Report on Plans and Priorities](#).<sup>3</sup>

- 1) Enhance and sustain the visibility and relevance of the Government of Canada in all parts of the country.
- 2) Develop and market Communication Canada as a centre of expertise in national and regional corporate communications.
- 3) Broaden activities in support of Canadian unity from coast to coast.

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<sup>3</sup> This report was issued by the former CIO. To avoid over-complicating the text, however, we will use the organization's current name only.

## COMMUNICATION CANADA'S PERFORMANCE, 2001-2002

This section outlines the accomplishments and results of 2001-2002 for each strategic result and the main risks Communication Canada faced in pursuing its objectives.

### Strategic result #1

*Enhance and sustain the visibility and relevance of the Government of Canada in all parts of the country*

#### Performance context

To achieve this objective, Communication Canada:

- developed and conducted a series of information campaigns on government services in a variety of media to reach Canadians,
- promoted the regional co-ordination of Government of Canada communications, and
- organized or participated in a host of local and community events fostering direct interaction and contact with the public.

#### Information campaigns

Communication Canada worked with other departments and agencies to develop and run an information campaign on Canadian government services aimed at children in particular. This campaign reflected one of the

##### **Performance data: guide *Services for Children***

- 1,400 copies of the guide sent out by March 31, 2002
- 3,200 hits on the electronic version of the guide on the Canada site
- More than 1,600 calls to 1 800 O-Canada requesting the guide
- Recall rate: 27% of those questioned recalled having seen, read or heard one of the ads

Note: Corrected 2002.11.19

government's priorities as set out in the last Throne Speech. Moreover, 83% of respondents to the Spring 2001 public opinion survey [Listening to Canadians](#) cited child-related issues as priorities. This campaign was organized around the guide entitled [Services for Children](#) outlining over 100 services offered to children and their families by the Government of Canada in such areas as preparing for parenthood, nutrition and health care and financial planning for post-secondary education. Several media were used to tell Canadians about this guide: television, newspapers (national, local and community), magazines, radio and the Internet, along with a targeted distribution to professionals in regular contact with families and children (e.g., doctors and school principals).

Communication Canada promoted Government of Canada services and its toll-free 1 800 O-Canada line with TV vignettes and radio and newspaper ads. After the events of September 11, a TV vignette was produced in collaboration with other government departments and agencies to explain the measures taken to make air travel safe.

**Performance data: campaigns promoting services**

- 1 800 O-Canada campaign: 23% of respondents to a post-test remembered having seen the TV ad or heard the radio ad
- Safety and security vignette: 19% of respondents to a post-test remembered having seen the vignette
- In both cases, 80% of these people liked what they had seen

The brochure [Services for you](#) was mailed to 11.7 million households across Canada. Eleven versions of this guide to Canadian government services were produced: one for each of the ten provinces plus one for the North. In each version, 30% of the content was specific to the province or region and 70% was national in scope.

**Performance data: the *Services for you* guide**

- Of over 40,000 reply cards received, 87% found the guide "useful"
- 27% of participants in a post-test remembered receiving the publication
- 57% of these people supported the initiative
- 85% of them found the publication "easy to read"

## **Regional co-ordination of horizontal communications**

Among the activities of its regional offices, Communication Canada supported or organized more than 45 horizontal corporate communications initiatives. This represents an increase of over 50% compared to the year before.

As well, a formative evaluation of the Regional Co-ordination Initiative (RCI) after one year of operation revealed that:

- The RCI had helped to enhance the Government of Canada's presence and visibility in the regions and strengthen its regional communications capability.
- A positive effect was noted on the horizontal planning of regional corporate communications projects.
- While the RCI has resulted in the integration of regional perspectives and issues into national communications strategies, there are more opportunities to include the regional dimension in national initiatives.

## Direct contacts

To encourage direct contacts, Communication Canada organized ministerial tours in various parts of the country and managed the Canada Pavilion at fairs and exhibitions. As well, Communication Canada organizes community outreach activities in an effort to make direct contact with citizens on issues that concern them and

reflect government priorities. More than 75 community outreach activities were organized in Quebec, the West and the Atlantic provinces. These activities generated direct communication with tens of thousands of Canadians. For example, Communication Canada, in partnership with Industry Canada and Canada Economic Development, contributed to 53 activities under its agreement with the Quebec network of Community Futures Development Corporations. Communication Canada also provided financial assistance and consulting services to various agencies for social and community projects.

### Performance data: fairs and exhibitions

- Participation in 26 major fairs in 2001-2002 compared to 14 in 2000-2001
- 1,250,000 Canadians were reached out of a total of 7,500,000 admissions to the fairs visited: a nearly 100% increase over the year before
- 91% of visitors say they learned something about the government
- more than 250,000 promotional publications and items distributed

## Strategic result #2

*Develop and market Communication Canada as a centre of expertise in national and regional corporate communications*

### Performance context

Government communications occur within a complex structure where most of the roles are intended to reflect the communications objectives of various departments and agencies. Before the creation of corporate communications programs, the government's general priorities or overall plans were sometimes overlooked in communications programming.

The determination expressed in our [2001-2002 Report on Plans and Priorities](#) to build a centre of expertise focused on general Government of Canada communications is a response to this need. The initiative took shape with the development of all kinds of products and services to promote improved government communications with citizens. Communication Canada co-ordinated public opinion research for the whole government.

With the creation of Communication Canada on September 1, 2001, and the implementation of the [Government of Canada Communications Policy](#) in April 2002, our central role in government communications was explicitly recognized.

### Products and services for the communications community

A new version of *CommNet*, the intranet site for the Government of Canada communications community, was developed during 2001-2002. *CommNet* offers

its users various communication tools and reference materials as well as information about conferences and learning opportunities to help them upgrade their professional training. In this way, *CommNet* helps to develop the communications function across the federal government.

During the 2001-2002 fiscal year, Communication Canada continued to provide various media monitoring and analysis services and schedules of coming events to its government partners. For example, the Info-Region service

is an interactive information management system providing its users with socio-economic data, maps, etc., for all parts of the country. The increase in demand for our various services indicates that they are appreciated.

**Performance data: Information Services**

- 1,769 requests for media information, analysis and monitoring (e.g., Summit of the Americas, IV Francophonie Games, the events of September 11)
- increase of 30% over the year before

[The News Site](#) was also set up to provide a single access point on the Web for all press releases, media advisories and backgrounders issued by the Government of Canada. This site affords Canadians and the media direct access to news about the Government of Canada. A major indicator of the success of this venture is the level of participation by other government departments and agencies. Our Phase 1 target was 30 departments. At this point there are 41 government organizations participating in this project.

## **Public opinion research**

Increasingly, Communication Canada has emerged as a centre of expertise in public opinion research.

This year, as in previous years, Communication Canada published three waves of the [Listening to Canadians](#) survey. Communication Canada also produced an analysis of the data on young adults. Although data pertaining to the use of the Web sites where these reports are posted are not available, we know informally that the "Listening to Canadians" survey is viewed by professionals as an essential tool and reference for communications and research.

Communication Canada co-ordinates public opinion research for the entire Government of Canada. This function involves advice on methodologies and oversight of the purchasing process in conjunction with PWGSC.

**Performance data: Co-ordination of public opinion research**

- 686 research projects were co-ordinated for a total value of \$26,200,000
- 30% more projects than in 2000-2001

## **Advice and expertise**

In consultation with the central agencies and the federal regional councils, each of Communication Canada's regional offices organized at least one learning activity for government communicators in the regions. These activities helped to integrate, improve and make Government of Canada communications relevant in the regions. The mid-term evaluation of the RCI revealed that in some cases

regional offices had brought fresh tools and approaches to communications planning at that level with positive effects in terms of professional development.

The fairs and exhibitions team helps its partners in other departments to present relevant, dynamic, interactive material and content. Among its partnership projects, Communication Canada also provided financial assistance and consulting services to various agencies for social and community projects.

### Strategic result #3

#### *Broaden activities in support of Canadian unity from coast to coast*

By listening to citizens and making information about Government of Canada programs and services available to Canadians across the country, Communication Canada is helping to develop a strong and united Canada.

As well, Communication Canada expanded its ministerial tours program to include—beyond Quebec, where this program was originally developed—the provinces of British Columbia, Alberta, Saskatchewan and Manitoba.

##### **Performance data: ministerial tours**

- 16 ministers did 86 days of touring in 5 provinces
- They took part in 311 activities in 110 communities

In the wake of the September 11 tragedy, a multimedia campaign spread over ten days was developed in conjunction with [Citizenship and Immigration Canada \(CIC\)](#) to strengthen citizens' mutual understanding and respect. Again working with CIC, Communication Canada adapted the campaign to highlight the International Day for the Elimination of Racial Discrimination.

##### **Performance data: Citizenship campaign**

Post-test (telephone survey)

- 32% of respondents had seen one of the three ads
- 77% considered the campaign appropriate
- 30% said their opinion of the government's action on multiculturalism was more positive

### Risks and challenges

With its central role in Government of Canada communications, Communication Canada is exposed to risks that arise from the very nature of its job.

The main risk facing an organization such as ours is losing sight of or misconstruing the needs of Canadians and offering communications products of questionable relevance. Our own research clearly indicates that what Canadians want from their government is factual, relevant information they can use, not information they perceive as biased. By thoroughly evaluating (pre-testing, post-testing) our information products and campaigns, we ensure that our communication products correspond to actual information needs.

In the field of communications, technological development and growth in citizen expectations are happening at a frantic pace. At the same time, contrary to the

expectations raised by the new communications technologies, the human and financial resources of the government are not growing exponentially. There is a risk of being left behind in an area of keen competition. It is therefore crucial for Communication Canada to continue its active involvement in developing the Government of Canada's communications capability.

The immense potential of Internet communications may overshadow the information requirements of people who make little or no use of new means of communication. Research conducted at Communication Canada and elsewhere has clearly shown that uneducated, [low-income](#) or senior Canadians are often less able than other citizens to use the new methods of communication and new technologies, thus deepening the "digital divide." Our research has also revealed the special communications needs of people who have [difficulty with reading and writing](#), cultural and linguistic minorities, Aboriginal people and [youth](#). So to make sure no one gets left out, Communication Canada keeps actively listening to Canadians and closely watching the emergence of communications needs across the population.



## CONCLUSION

Generally speaking, we may say that in 2001-2002 Communication Canada made progress towards achieving its strategic objectives. The campaigns we organize to promote government services, inform Canadians about key issues and address matters involving national unity or social cohesion seem to be hitting the mark. The services we offer our partners are increasingly popular and our expertise in communications and in communications opinion research is increasingly recognized.

Improving communications between the government and Canadians is a long-term objective that requires the co-operation of a host of partners and depends on a multitude of factors that are sometimes beyond our control. Even so, the initial results are positive. For example, during this last year, according to [Communication Canada's own research](#), the perceived usefulness of government information has risen 5% among Canadians, from 46% to 51%. Obviously, Communication Canada cannot claim the sole credit for this increase. But unquestionably, by making progress towards the achievement of our strategic objectives, we are making a major contribution to the improvement of government communications with Canadians.

## **APPENDICES**

### **Appendix 1: Financial performance**

#### **Overview of financial performance**

Communication Canada was created by merging the Communications Co-ordination Services Branch of Public Works and Government Services Canada with the Canada Information Office on September 1, 2001. However, the 2001-2002 Performance Report for Communication Canada includes only the financial performance of the former Canada Information Office. The 2001-2002 financial information for the Communications Co-ordination Services Branch of Public Works and Government Services Canada is covered in PWGSC's own Performance Report.

For the fiscal year 2001-2002, Communication Canada's budget saw a \$6.5 million increase. This increase is mainly accounted for by \$2.5 million in funding to cover the additional expenses of the transition, \$1.5 million for ministerial tours in the West, \$1.2 million for grants in support of activities and projects to increase the understanding and appreciation of Canadian identity and to develop social awareness, and \$1 million for the fairs and exhibitions program.

## Financial tables

The financial tables below apply to Communication Canada

**Table 1: Summary of voted appropriations**

<b>Financial requirements by authority (\$000s)</b>				
		2001-2002		
Vote		Planned Spending	<i>Total Authorities</i>	Actual Spending
	Communication Canada			
15	Program spending	48,665	55,135	53,264
(S)	Contributions to employee benefit plans	1,840	1,917	1,917
	Total Communication Canada	50,505	57,052	55,181

**Table 2: Comparison of total planned spending and actual spending**

Planned versus actual spending (\$000s)			
	2001-2002		
Communication Canada	Planned Spending	Total Authorities	Actual Spending
Full-time equivalents (FTEs)	162	162	162
Operating	45,605	53,452	52,504
Grants and contributions	4,900	3,600	2,677
Total spending	50,505	57,052	55,181
Cost of services provided by other departments	1, 826	2,112	2,112
Net program cost	52,331	59,164	57,293

**Table 3: Historical comparison of total planned spending and actual spending**

**Planned versus actual spending (\$000s)**

	Actual Spending 1999-2000	Actual Spending 2000-2001	2001-2002		
			Planned Spending	<i>Total Authorities</i>	Actual Spending
Communication Canada	19,913	57,443	52,331	59,164	57,293
Total	19,913	57,443	52,331	59,164	57,293

**Table 4: Transfer payments**

**Transfer payments (\$000s)**

	Actual Spending 1999-2000	Actual Spending 2000-2001	2001-2002		
			Planned Spending	<i>Total Authorities</i>	Actual Spending
Grants	—	1,224	2,000	3,200	2,483
Contributions	2,301	1,117	2,900	400	194
Total transfer payments	2,301	2,341	4,900	3,600	2,677

## Appendix 2: Other information

<p><b>Communication Canada is located at:</b></p> <p>155 Queen Street, 5th Floor Ottawa, Ontario K1A 1M4 Telephone: (613) 992-1692 Fax: (613) 991-1952</p>	
<p>For further information, contact:</p>	
<p>The Communication Canada Web site:</p> <p><a href="http://www.communication.gc.ca/index_e.html">http://www.communication.gc.ca/index_e.html</a></p> <p>The site is regularly updated with added information and special information items.</p>	<p>The Government of Canada Web site:</p> <p><a href="http://canada.gc.ca/main_e.html">http://canada.gc.ca/main_e.html</a></p> <p>The Government of Canada toll-free telephone line:</p> <p>1 800 O-Canada (1 800 622-6232)</p>
<p>Access to Information and Privacy (ATIP) requests to be addressed to:</p> <p>ATIP Officer Communication Canada 155 Queen Street, 5th Floor Ottawa, Ontario K1A 1M4</p>	