

**Canadian Evaluation Society**  
**Evaluation Case Competition**

**Case for the Preliminary Round**

**February 26, 2000**

**“Evaluating [www.canadaplace.gc.ca](http://www.canadaplace.gc.ca)”**

**This material, a combination of actual and hypothetical documents, has been assembled for educational purposes only.**

**The Case Competition Organizing Committee is grateful to Canadian Heritage for providing access to the information which underlies this case.**

## **About the Canadian Evaluation Society (CES) and the Evaluation Case Competition**

The **Canadian Evaluation Society**, linked to similar societies around the world, is a **non-profit organization** that is dedicated to improving the quality of evaluations and their use in decision-making. One facet of its work is raising awareness among students about the importance of solid evaluative information to the successful administration of firms, government initiatives, educational programs and non-profit organizations - and it is here that the case competition plays a role. The Competition provides university students with an intense, hands-on experience in assessing and condensing information related to an evaluation then presenting observations and recommendations to a decision-making body.

Here is how the **Evaluation Case Competition** works. We invite post-secondary institutions to assemble teams of three to five students. In a first round of competition, teams have five hours to examine an evaluation case file (available in both official languages) then submit a written analysis by fax and e-mail for review by a panel of judges. The three top-rated teams are invited to participate in a final round which this year will take place at the CES National Conference in Montreal in May. There they tackle a new case then present their analyses to the judges in front of a live audience. The winning team takes possession of the crystal competition trophy for a year, receives mementos and is given visibility in CES publications.

***For more information on the Case Competition visit:***

***[www.magma.ca/~evalucom](http://www.magma.ca/~evalucom)***

***To learn more about the Canadian Evaluation Society, follow links to the CES site or visit:***

***[www.evaluationcanada.ca](http://www.evaluationcanada.ca)***

## Rules for the Preliminary Round of Competition

- There must be at least three and no more than five members to a team. All team members must be registered in a post-secondary institution (undergraduate or graduate, full or part time). Team members may be from any academic discipline.
- Teams may be coached prior to the competition but coaches must not communicate with their teams once they (the teams) have received the case.
- In preparing their submissions, teams are at liberty to explore any public information source such as would be accessible by a management consulting group. For example, they may consult books or articles, search libraries, use the Internet, and so forth. Team members are free to leave the work-site and take refreshment as they wish but they may communicate only within the team.
- Teams have five hours to prepare their submission. Coaches will deliver the case materials to them at the start of this period. Submissions must be faxed to the competition organizers at the end of the five hours. The fax may be sent to **(613) 954-6653** or **(613) 954-1802**. Additional fax lines are available. To communicate with organizers on the day of the Competition call:

<u>Contact</u>	<u>Language(s)</u>	<u>Phone number</u>
Susan Farrell	English and some French	(613) 291-9310
Michael Obrecht	English and French	(819) 459-3238 (until 12:00 noon EST) (613) 954-1817 (after 1:00pm EST)
John Wall	English	(613) 244-1635

- In addition to sending their submission by fax, teams **MUST** e-mail a file of their work to **evalucom@magma.ca** with a copy to **sfarrell@magma.com**. The e-mail should be sent as soon as possible after sending the fax. However, time spent preparing the e-mail message and attachments is not included in the five hours time allotted to case preparation. The files should be in MS Word, WordPerfect or Powerpoint. Save in versions of the software that are at least three years old.
- Submissions should be concise, and 1500 words is recommended as a targeted maximum. They may be in paragraph or point form, with or without graphics.
- Judges are not to know who prepared a given submission. Teams should reveal their identity only in a covering message which will be removed by the Competition organizers before the submission is passed to the judges. However, teams are encouraged to use an imaginative but non-revealing code name on each page of their report (e.g. XYZ Consulting, ABC Incorporated, et cetera).

## Criteria

The following table is intended to indicate to teams and judges the basis of assessment. However, the uniqueness of each case necessitates flexibility in the evaluation process.

Assessment Area	Criteria	Weight (%)
Content	Relevance of material selected for presentation	
	• relevance to issues	5
	• relevance to findings	5
	• relevance to conclusions	10
	Evidence presented	
	• support for points made	5
• awareness of limits of evidence	5	
Accessibility	Ease of absorption of information	
	• clarity of points made	10
	• logical linkage between points	5
	• organization of points	10
Impact	Strength of argument	
	• cohesiveness	5
	• persuasiveness	5
	• memorableness	5
	Impetus for decision-making	
	• rationality of recommendations	15
Overall	Overall impression of the presentation	15
		100



February 26, 2000

To CES Team 2000;

I am delighted to learn that your team will give us some creative and innovative ideas on how we might evaluate the Canada Place Web site, [www.canadaplace.gc.ca](http://www.canadaplace.gc.ca). Your thinking will be extremely valuable to us as we develop a framework for assessing the performance of the site in terms of effectiveness and efficiency.

Canada Place is an ambitious initiative of the Department of Canadian Heritage. Our partners are members of the Canadian Heritage Portfolio, other federal government departments and several private sector companies. Canada Place is a dynamic public window to cultural information on Canada. This information is accessible through a virtual site ([www.canadaplace.gc.ca](http://www.canadaplace.gc.ca)) or at permanent physical sites in Winnipeg, Toronto Harbourfront, Regina, Ottawa, Montreal, Edmonton, and Moncton. The initiative continues to grow, and will soon include more physical sites across Canada as well as mobile facilities that will tour the country.

We at the Corporate Review Branch of the Department of Canadian Heritage now plan to conduct an evaluation of the Web site. Although our staff has extensive and diverse experience in conducting evaluations of programs, policies and operations, we find ourselves in unfamiliar territory when it comes to Web site evaluation. The concept is novel to us, as it is to many consulting firms with whom we regularly work. Which brings us to your role. While we realize your team does not have extensive on-the-job experience with Web site evaluation, your edge is your young, avant-garde approach.

The World Wide Web being a new medium, an evaluation framework for a Web site may not look exactly like a classic framework. The goals of the exercise remain the same, the approach changes. As an example, here is a Web site evaluation framework template that was recently developed. It includes three components: program description, performance information and a performance measurement plan.

- ▶ Program Description: questions are posed in the areas of background, mandate, client audiences, stakeholders, management structure and any other factors relevant to performance management of the Web site.
- ▶ Performance Information: research is done to determine the information which will define an optimum-performing site, through investigation of the mission statement of the Web site, establishment of a hierarchy of objectives which could lead to a results spectrum, and finally the development of clearly described performance indicators in the areas of effectiveness (visitor experience, demographics, usage, content, impact, accessibility, hyper links) and efficiency (return on investment).
- ▶ Performance Measurement Plan: all of the above is tied together into a creative plan that details the measurement process.

We would like to make it clear that we are looking for a well thought-out collection of ideas, rather than a polished, complete framework. What we would most appreciate from you is the following.

- 1) The characteristics of a Web site that strongly influence your thinking about evaluating site performance.
- 2) Your perception of the objectives against which the Web site performance should be assessed. Please do not feel confined by the formal objectives listed in the background document. We want your sense of the key objectives.
- 3) Indicators you think would illustrate the extent to which key objectives are being achieved.
- 4) Suggestions about how to collect data on the indicators you propose.

Canada Place is an exciting and innovative project; the way we evaluate it has got to reflect that. Let's face it—we could easily pull out our old dusty files of past evaluation frameworks and make a few changes to try to suit a Web site. Or, we could defer to you for your fresh and daring ideas. The choice was clear to us.

I look forward to receiving your submission by fax (or e-mail) on February 26, 2000. As you are aware, we are inviting input from other teams. While

we would welcome the opportunity to meet with all of the teams, limitations to our travel budget demand that we invite only three teams to meet with us in Montreal in May, during the CES National Conference.

At the Web site ([www.canadaplace.gc.ca](http://www.canadaplace.gc.ca)) itself you will find most of the information you need. You may also find useful the background document on Canada Place that we have enclosed. We hope you have fun with this project and we look forward to receiving your report.

Sincerely,

Anne Scotton  
Director General  
Corporate Review Branch  
Department of Canadian Heritage

encl.

# Part A

## Background Document Canada Place Initiative



# Table of Contents

Environment . . . . .	1
Canada Place Initiative . . . . .	4
Partners . . . . .	6
Objectives . . . . .	8
Web Site Content . . . . .	10
Proposed Web Site Enhancements . . . . .	11



# Environment

The maxim is still indisputable: building for a better tomorrow begins with action today. Still, action must be appropriate to societal context, needs and desires. In today's Canada, the pace of change is unrelenting and the stakes are high in both social and economic terms. Change is driven by globalization, reduced trade restrictions and, especially pertinent to this issue, information technology; new media tools such as the Internet have enormous implications for service delivery, communication of information and the socialization and acculturation of citizens.

The new information economy, while primarily technological, also points to major social change, in the form of a growing need for a computer literate population, for entrepreneurship and innovation, and for new forms of public participation. In this environment, working “harder, smarter, faster” sets the pace, but is often accompanied by societal fragmentation. Communities of “interest” rather than location are routine, with city, language (including non-official languages) and gender increasingly among the variables. Meanwhile, Canadians find themselves increasingly pressed for time as a consequence of the excess demands of work and family; personal time is often unavailable for building neighbourhood and local community connections.

That having been said, the sharing of beliefs and values remains important to Canadians, albeit in an arguably more individualistic sense. Many Canadians see this growing individualism as a malaise and seek a sense of community.

In this context, the following three sets of research conclusions are worth bearing in mind.

Canadians have positive attitudes towards government; they find a clear need for government in their communities and in their lives. They also have a high level of expectation of government service and want an integrated—rather than “piecemeal”—approach to service and a focus on the citizens' interest. They expect government to work in partnership with other elements of society and with them as individuals and as communities. They seek timely information, active engagement and choice (Ekos, *Rethinking Government*, 1994-1999). For example, 71 percent of Canadians have indicated that they support the use of technology to undertake public consultations (Ekos, *Information Highway Study*, 1999).



Fully 86 percent of Canadians want information on government and government services (Canada Information Office, 1998). In fact, according to Statistics Canada (1999), 84 percent of Internet users' households use the Internet to search for information. Private sector studies have also demonstrated that Internet users are "keen" to access government information and services on-line (Angus Reid Group, 1997, 1998).

Canadians, on average, have high levels of pride in their country and their culture; in fact, some of the highest "pride in country" ratings documented in international studies have been reported from Canada (Smith/Jarkko, 1998 and Nevitte, 1996). It is important to reinforce that pride with information. As we have seen, researchers repeatedly find low levels of knowledge of Canadian history, heritage, geography and governance, among Canadians generally and among young Canadians in particular; at the same time, most Canadians agree that it is important for them to know more about their country. Notably, 42 percent of Canadian Internet users are specifically looking for information on Canada and Canadians on the Internet (*The Goldfarb Report 1998*).

Canadians, then, want service and information—including information as a service. To access it, they must know where to find it. This can be difficult if it is a citizen's first experience with a given service or government, as in the case of young Canadians or new Canadians, or if the service has changed as a result of government downsizing or restructuring. A 1998 Angus Reid Group study of young Canadians documented their overall lack of familiarity with government. Along similar lines, a 1998 Erin Research study found that one in four Canadians either did not know how to access government service or had tried unsuccessfully to access it. This finding is consistent with the overall decline in federal presence reported recently by the Angus Reid Group.

Against this backdrop, the single-window approach to service makes perfect sense. It is an approach that organizes service delivery around the needs of the citizen and the community rather than around the administrative structures of government. It also provides a more obvious focal presence to government service in a community setting and allows for the efficient bundling of services. Canadians see single-window access as helpful. A 1998 Erin Research study found 67 percent of Canadians agree that a one-stop centre that offered all the services they needed in one location would be very helpful (51%) or helpful (16%) and 69 percent indicated that the creation of a one-stop centre would have a positive impact on service.

With respect to technology, Canada remains a world leader in communications. It has high levels of Internet use, especially among young Canadians (A.C. Nielsen, 1998



and Angus Reid Group, 1998); it also has some of the lowest Internet access costs in the world (OECD Communications, 1997). Most importantly, its citizens are willing to embrace new services and service delivery mechanisms particularly as they relate to improved choice, better quality and more timely services. For example, almost one in four Canadian households include someone who uses the Internet from home, work or school, primarily for education-related purposes (Statistics Canada, 1999 and Ekos, 1999). There were 2,689,000 households using the Internet in 1998, up 44 percent from 1997, with percentage increases in every province (Statistics Canada, 1999). A 1997 study by the Angus Reid Group found that 90 percent of Internet users would likely complete government forms via the Internet, 79 percent would access personal information via the Internet, 69 percent would submit taxes via the Internet and 59 percent would pay for government services via the Internet.

According to Ekos Research Associates (1998), Canadians for the most part have not only accepted the idea of using the Internet to receive government services and programs; a significant number claim to use the Internet to find information on governments. Among Canadians with home Internet access, 57 percent indicated that they had visited a federal government Web site. Asked about the type of information obtained via the Internet in the past week, one in three with an Internet account at home say that they had found either general information on governments (37%) or information on government programs and services (32%). About 20 percent of Canadians with home access to the Internet indicated that it had become their primary source for government information.

Finally, according to the Ekos Information Highway and Canadian Communications Household Study (1997-1999), many Canadians want Canadian content on the information highway; more than that, they want to use it to promote Canadian culture and to receive government services (Ekos, 1999). In fact, two out of three agree that it would be a good idea to use the information highway to provide information on “what it means to be Canadian.” Moreover, large majorities want governments to use technology to provide information to volunteer groups and community organizations.

This interest in using the World Wide Web to obtain government services on-line underscores how much the Internet is becoming part of daily and business life. For those Canadians with access, government information and on-line services are a great boon—and will be used frequently. The challenge for government is to balance the benefits they achieve from on-line provision of information and services, with the need to serve all Canadians with cutting-edge technology. Staffed in-person sites with computer workstations are essential for the provision, to all Canadians, of timely and bundled access to programs, services and information on-line.



# Canada Place Initiative

Canada Place is an ambitious initiative to connect Canadians with each other and with their federal government. Put simply, it aims to give Canadians information and access to government services in the spirit of the single-window thinking that has driven reforms to the delivery of government services in recent years. It takes material from a section of government which is rich in compelling Canadian content and weds it to a far-reaching experiment in service delivery, one with the potential to energize government operations indefinitely.

Canada Place has a track record of service delivery, both in cyberspace and at in-person locations, and it has a comprehensive plan for the single window expansion and refinement of its operations. That plan goes beyond simple service delivery, however, to a notion of active citizen engagement in governance. There can be no doubt of the utility of up-to-the-minute information on national park weather conditions on a Web site; equally, however, there can be no doubt that the idea of public participation is a driving force behind Canada Place. It gives Canadians the information they need in order to participate in projects aimed at, for example, building safer communities and preventing crime.

Canada Place is by no means the first federal government venture into single-window program and service delivery. Modern initiatives include the report of the Task Force on Service to the Public, in the early 1980s, and the InfoCentre project launched by the former Department of Employment and Immigration. Although traces of these and other exercises survive, it is fair to say that the scope and nature of the Canada Place initiative is for practical purposes unprecedented. What makes it possible is technology, on two levels: (a) the kinds of government services which are available on an Internet platform—services which go beyond the routine supply of information; and (b) Canadians' growing acceptance of, and involvement in, the Internet and high technology generally.

Canada Place is already operational, in cyberspace and at “anchor” or in-person locations in Moncton, Regina, Winnipeg, Toronto, Edmonton, Montreal and Ottawa. The in-person locations feature prominent Canada wordmarks and flags, staffed information centres and state-of-the art technology—a network of Web sites giving Canadians access to information about each other and their government. The network also connects other Canadians through Community Access Points (CAPS)—an estimated 10,000 within the next year—and gives young Canadians an



opportunity to access and learn to use technology, in programs such as Young Canada Works and Career Edge.

Beyond in-person locations lies the heart of Canada Place—a multi-faceted site on the World Wide Web ([www.canadaplace.gc.ca](http://www.canadaplace.gc.ca)) which contains a wealth of information on Canadian heritage, symbols, culture and values. There can be little doubt of the early impact of Canada Place; its Web site received approximately 80,000 “hits” in its first two weeks of operation in February 1999.

### **Target Audiences**

- ▶ Canadian population
- ▶ Younger Canadians
- ▶ Canadian Internet users
- ▶ Communities surrounding in-person locations
- ▶ Canadian media, including new technology media
- ▶ Other governments
- ▶ Internet users around the world
- ▶ Employees of Canadian Heritage, Portfolio members, partner departments and all other partners

### **French and English**

Canada Place is an opportunity for the Department of Canadian Heritage to demonstrate leadership in official language equality. It truly reflects Canada’s cultural diversity and linguistic duality and will therefore not be exactly the same in English and French, i.e. a word-for-word translation. Although the same general services and information will be available, linguistic and cultural nuances in interests, expression, information from third parties and marketing approach will be evident. All federal government information will, naturally, be included in both official languages.

## **Partners**

There are four kinds of partners in the Canada Place initiative, all of whom are contributing time, expertise, technology and resources to make Canada Place as successful as possible. The promotion and dissemination of information related to each partner’s mandate and fulfilment of a commitment to citizen engagement are the



driving forces behind these partnerships. Canada Place partners include the Department's sectors and regions (Western, Prairies and Northern, Ontario, Quebec and Atlantic), members of the Canadian Heritage Portfolio (outlined below), other government departments including Industry Canada, Human Resources Development Canada, Public Works and Government Services Canada, Health Canada, Justice Canada and Solicitor General Canada, and finally private sector companies including Bell Nexxia, Silicon Graphics, Watco Web Waves, Dynamix and Howe Brand Communications.

### **The Canadian Heritage Portfolio**

The Canadian Heritage Portfolio—the largest grouping of departments and agencies in the Government of Canada—was created in 1993. The Portfolio includes:

- ▶ the Department of Canadian Heritage itself, as well as the Canadian Conservation Institute, the Canadian Heritage Information Network, the Canadian Cultural Property Export Review Board and the Historic Sites and Monuments Board of Canada;
- ▶ a total of seven departmental agencies, including the Canadian Radio-television and Telecommunications Commission (CRTC), the National Archives of Canada, the National Battlefields Commission, the National Film Board of Canada, the National Library of Canada, Status of Women Canada and the Parks Canada Agency; and
- ▶ a total of 10 Crown corporations, including the Canada Council for the Arts, the CBC, the Canadian Film Development Corporation (Telefilm Canada), the Canadian Museum of Civilization, the Canadian Museum of Nature, the Canadian Race Relations Foundation, the National Arts Centre, the National Capital Commission, the National Gallery of Canada and the National Museum of Science and Technology Corporation.

### **The Department of Canadian Heritage**

The Department works with Canadians to strengthen our shared sense of identity while respecting the diversity of the land and people. It works to eliminate barriers to participation of all citizens, individually and collectively, in the social, political, cultural, environmental and sport life of the country. It pursues initiatives that balance individual and collective rights and responsibilities, in a way that promotes



community self-reliance and individual fulfilment, and creates opportunity for all Canadians. The Department is committed to developing greater flexibility and initiative in the way it communicates with Canadians, consults with them concerning their needs and priorities, and delivers its services. (See our Web site at [www.pch.gc.ca](http://www.pch.gc.ca).)

## Objectives

The Canada Place credo is visibility, excitement, innovation, access and connections. The initiative pursues the Government of Canada's goals of increasing knowledge and understanding through information networks, of strengthening the economy and of enriching democracy and citizenship by connecting citizens in new ways.

Broadly phrased, at the most general level, the Canada Place initiative promises to do two things:

- ▶ bring information to Canadians; and
- ▶ help Canadians do business with their government.

### Canada Place Objectives

The Canada Place initiative aims to:

- ▶ contribute, in a new and innovative way, to the Canadian Heritage Portfolio mission of “strengthening and celebrating Canada”;
- ▶ contribute to federal government presence and visibility;
- ▶ enhance the relevance of government to citizens and business in the arts, heritage, tourism and cultural products sectors;
- ▶ promote and provide Canadians with access to Canadian identity, cultural development and national unity themes and information, especially in an era when government departments are publishing less;
- ▶ engage Canadians, especially youth;



- ▶ give Canadians a competitive edge in a knowledge-based society;
- ▶ offer opportunities for on-line dialogue and exchange;
- ▶ help government account to Canadians; and
- ▶ ensure and enhance Canadian content on-line.

### **Communications Team Objectives**

The communications team aims to:

- ▶ promote Canada Place as a welcoming, exciting and innovative access point to federal government information and services;
- ▶ demonstrate citizen-focussed information and service delivery and engage Canadians in expanding and improving access points to their government's activities, programs and services;
- ▶ strengthen federal government presence, visibility, and identity across Canada and project it to the world;
- ▶ showcase partnerships with federal government departments, other governments, and business and voluntary sectors; and
- ▶ communicate that Canada Place connects communities and citizens, rural and urban, in person and through technology, in both official languages, in all parts of the country.



## Web Site Content

The Canada Place Web site currently has the following eight sections: sections

**Canada Rendez-Vous**, which includes information on Canada Day / Celebrate Canada, hot links to Find your Roots Genealogy Research, Year of la Francophonie in Canada, five museums' digitized collections, various multiculturalism-related Web sites, March 21 Annual Campaign information and video clips;

**Canadians Forum**, which includes a chat room, town hall and platform for user-feedback (under construction) and a hot link to contact your MP;

**Youth Connects**, which includes several subdivisions under construction (I.Can, Internet Made Simple, Speak Out Against Racism, Creating on the Web), hot links to Kids Help Phone, Harbourfront Centre, CanLearn Interactive, MuchMusic, Web Awareness, Young Canada Works and YTV;

**Visit O'Canada**, which includes hot links to the Guide to Canadian museums and galleries, CyberMuse, Attractions Canada, Parks Canada, a Parks Canada promotional video, the National Capital Commission, Parliament Hill reconstruction program, National Archives of Canada, Canadian Museum of Nature, National Battlefields Commission, other museum and cultural institutions, and tourism-related sites in the Western Region;

**Creative Canada**, which includes hot links to various Canadian organizations, galleries, museums and publications related to arts and literature;

**E-News**, which is all about events, people, sports and news, including video clips and hot links to media Web sites;

**Service Canada**, which leads to information on the new Government of Canada initiative as well as hot links to more Government of Canada Web sites; and

**Canada Place Centres**, which provides information on three of the Canada Place in-person centres across Canada (with more to come).



# Proposed Web Site Enhancements

Canada Place proposes to take itself beyond its successes as an information-based window on the Canadian Heritage Portfolio and Canadian identity. Its role in helping Canadians do business with their government promises a radical change in the relationship of Canadians with their government.

## Tourism

Work is being done on the Web site to provide seasonal content of value to campers and tourists. Visitors to the Web site will be able to:

- ▶ watch a video of what is available from our national parks;
- ▶ learn how to reserve Parks Canada sites;
- ▶ book national park campsites;
- ▶ order films and cultural products from Portfolio partners;
- ▶ order souvenirs from Parks Canada;
- ▶ learn about heat exhaustion, dehydration, insect bites, sunburn;
- ▶ find daily refreshed UV ratings, fire watch, temperature and weather forecasts;
- ▶ view maps and directions, GPS coordinates;
- ▶ view a real-time currency exchange rate display; and
- ▶ view a booking forecast based on historical trends.

## Grants and Contributions

Increasingly, third party organizations have become involved in the grants and contributions programs of Canadian Heritage. These third party partners include ethnocultural and linguistic community organizations, artists' organizations, museum and historical associations and creators of cultural products.

Canada Place pages with information on grants and contributions programs would strengthen the contribution of these and other groups in terms of cultural expression, productivity and international competitiveness. In particular, such a section would address the following areas.



### Information requirements

Potential partners could review the objectives of various grants and contributions programs, general criteria, parameters, obligations and important outcomes. The site could also include some of the key grants and contributions for the past fiscal year and what was achieved with them. This listing could include forms for applicants' top-line summaries of their proposals.

### Feedback and government commerce (g-commerce)

This application of Canada Place would allow selected potential recipients of grants or contributions to pass through a system designed to prevent unauthorized access to or from a private network (i.e. behind a firewall). There they would be asked to submit proposals using a new g-commerce application form on a trial basis. Participants could use a special access code to enter the Intranet site, make applications and provide feedback on the forms and process.

### Search engine

Because new technologies are generally no better than their search engines, a robust bilingual search engine is planned for Canada Place. This tool is to provide user-friendly interface for the uninitiated but include powerful options like Boolean searches for the computer literate. Valuable to Canadians generally, and specifically to academics, students, political scientists, historians and economists, it is to be linked to virtually all Web sites within the Canadian Heritage Portfolio. The new search engine could have sponsorship or be developed with corporate partners. The technology chosen should provide the most user-friendly interface possible for regular clients while retaining powerful search options for the interested researcher.