



Western Economic Diversification Canada

Performance Report

For the period ending
March 31, 2001

Canada

Improved Reporting to Parliament Pilot Document

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.

©Minister of Public Works and Government Services Canada — 2001

Available in Canada through your local bookseller or by mail from

Canadian Government Publishing — PWGSC

Ottawa, Canada K1A 0S9

Catalogue No. BT31-4/78-2001

ISBN 0-660-61738-2



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. Earlier this year, departments and agencies were 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 results – benefits to Canadians – not on activities. It sets the department’s performance in context and associates performance with earlier commitments, explaining any changes. Supporting the need for responsible spending, it clearly 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 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 organization 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.

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 this Internet site or to:

Results Management and Reporting Directorate

Treasury Board Secretariat

L’Esplanade Laurier

Ottawa, Ontario, Canada

K1A 0R5

Tel.: (613) 957-7167 – Fax: (613) 957-7044

Western Economic Diversification Canada



Performance Report

For the period ending March 31, 2001

Minister of Western Economic Diversification

Canada

<u>EXECUTIVE SUMMARY</u>	4
<u>SECTION I: MESSAGES</u>	5
<u>MINISTER’S PORTFOLIO MESSAGE</u>	5
<u>SECRETARY OF STATE WESTERN ECONOMIC DIVERSIFICATION</u>	7
<u>SECTION II: DEPARTMENTAL STRATEGIC CONTEXT</u>	9
<i>Mandate, Roles and Responsibilities</i>	9
<i>Departmental/Program Objectives</i>	9
<i>External Factors Influencing the Department</i>	11
<i>Other Factors Affecting the Western Canadian Economy</i>	12
<u>SECTION III: OUTCOMES</u>	14
<u>CAPITAL SERVICES</u>	14
<i>Context and Background</i>	14
<i>Resources</i>	14
<i>Outcomes Achieved</i>	15
<i>Lessons Learned</i>	18
<u>INFORMATION SERVICES</u>	19
<i>Context and Background</i>	19
<i>Resources</i>	19
<i>Outcomes Achieved</i>	19
<i>Lessons Learned</i>	21
<u>TARGETED BUSINESS SERVICES</u>	22
<i>Context and Background</i>	22
<i>Resources</i>	22
<i>Outcomes Achieved</i>	22
<i>Lessons Learned</i>	23
<u>SERVICE PARTNERSHIPS</u>	24
<i>Context and Background</i>	24
<i>Resources</i>	24
<i>Outcomes Achieved</i>	25
<i>Lessons Learned</i>	28
<u>STRATEGIC INITIATIVES AND SPECIAL PROJECTS</u>	29
<i>Context and Background</i>	29
<i>Resources</i>	29
<i>Outcomes Achieved</i>	29
<i>Lessons Learned</i>	30
<u>NATIONAL PROGRAMS</u>	31
<i>Context and Background</i>	31
<i>Outcomes Achieved</i>	32
<i>Lessons Learned</i>	35
<u>LEGACY PROGRAMS</u>	36

<u>Context and Background</u>	36
<u>Resources</u>	36
<u>Outcomes Achieved</u>	36
<u>SECTION IV: APPENDICES</u>	37
<u>APPENDIX I - FINANCIAL TABLES</u>	37
<u>Financial Performance Overview</u>	37
<u>Financial Summary Tables</u>	37
<u>TABLE 1 - SUMMARY OF VOTED APPROPRIATIONS</u>	38
<u>TABLE 2 - COMPARISON OF TOTAL PLANNED SPENDING TO ACTUAL SPENDING</u>	38
<u>TABLE 3 - HISTORICAL COMPARISON OF TOTAL PLANNED SPENDING TO ACTUAL SPENDING</u>	39
<u>TABLE 4 – REVENUE</u>	39
<u>TABLE 5 - STATUTORY PAYMENTS</u>	40
<u>TABLE 6 - TRANSFER PAYMENTS</u>	41
<u>TABLE 7 - CONTINGENT LIABILITIES</u>	41
<u>APPENDIX II - SUSTAINABLE DEVELOPMENT STRATEGY</u>	42
<u>Context and Background</u>	42
<u>Targets and Progress</u>	43
<u>Corrective Action</u>	43
<u>APPENDIX III - SERVICE IMPROVEMENT INITIATIVE</u>	44
<u>Context and Background</u>	44
<u>Client Satisfaction Survey</u>	44
<u>SI Implementation</u>	44
<u>APPENDIX IV - 2001 WD CLIENT SATISFACTION SURVEY</u>	45
<u>APPENDIX V - COLLECTIVE RESULTS</u>	46
<u>APPENDIX VI - GOVERNMENT ON-LINE</u>	47
<u>APPENDIX VII – CONTACT INFORMATION</u>	48

Executive Summary

This past fiscal year Western Economic Diversification Canada (WD) refocused its business processes along three key areas of economic development: innovation, business development & entrepreneurship, and partnership. Supporting these areas, WD reinforced its strategic focus on research and economic analysis. The previous business lines and core programs delivered by the Department were continued during this fiscal period while the newer structure was developed. This Performance Report is structured around business lines: *Capital Services, Information Services, Targeted Business Services, and Service Partnerships* and core program areas: *Strategic Initiatives and Special Projects, National Programs and Legacy Programs*. WD reports good results in all areas of program delivery. Specific examples of WD programs and results can be found on our website at www.wd.gc.ca.

The economic and social features of this period in the West are ones of changing demographics: an aging population, significant interprovincial migration and growth in the major urban centres. Small business remained an important component of the western economy, accounting for approximately 50% of all jobs in the region. WD continued to provide programs and services, with an emphasis on developing export know-how, adoption of new technology and finding capital for growth to small- and medium-sized enterprises in the West.

For example, six new loan funds were created in partnership with public and private sector institutions to meet client needs for investment capital. Over 7,500 clients received business management services including seminars, one-on-one business counselling and employment assistance. WD's service partners grew with the establishment of four Francophone Economic Development Organizations; a welcome addition to the network of Community Futures Development Corporations, Women's Enterprise Initiative Offices, Federal-Provincial Canada Business Service Centres and WD Client Service Centres. WD's Internet based offerings also improved over the fiscal year, as the Department met the phase 1 commitments to the Federal Government On-Line initiative.

Along with other federal government departments, WD has been making important progress on several "horizontal" initiatives. An updated Sustainable Development Strategy was tabled in Parliament in February 2001. A client satisfaction survey was also completed and will provide a baseline for the delivery of services as part of our participation in the Service Improvement Initiative.

WD continues to deliver on its mandate to promote the diversification of the western economy, through programs and services customized to meet the needs and interests of Westerners.

Section I: Messages

Minister's Portfolio Message

The Government of Canada is committed to making Canada a world leader in the global knowledge-based economy of the 21st century. To meet this goal, the government has set out a very bold vision: to have Canada recognized as one of the most innovative countries in the world.

Why this emphasis on innovation? Innovation is one of the most powerful sources of competitive advantage in modern economies. It fuels productivity and economic growth and that translates into greater prosperity and a better quality of life for all Canadians. Our ability to acquire, adapt, and advance knowledge will determine how well Canadian businesses and Canada as a nation innovate, and in turn, how well Canada competes in the global arena.

The Industry Portfolio is...
Atlantic Canada Opportunities Agency
Business Development Bank of Canada*
Canada Economic Development for Quebec Regions
Canadian Space Agency
Canadian Tourism Commission*
Competition Tribunal
Copyright Board Canada
Enterprise Cape Breton Corporation*
Industry Canada
National Research Council Canada
Natural Sciences and Engineering Research Council of Canada
Social Sciences and Humanities Research Council of Canada
Standards Council of Canada*
Statistics Canada
Western Economic Diversification Canada

**Not required to submit Performance Reports*

Promoting innovation, research and development is a cornerstone of our government's agenda, and we have made progress. Canadian businesses have boosted their research and development (R&D) spending at the second fastest rate among G-7 countries. We have the fastest rate of growth in R&D jobs. And the government is committed to doubling its R&D investments and catapulting Canada into the ranks of the top five countries in the world for research and development performance by 2010.

When it comes to embracing the Internet revolution, or what has come to be known as connectivity, Canada's record is the envy of the world. Our country is one of the most connected countries in the world. We connected all of our schools and libraries to the Internet over two years ago. We have the highest percentage of our population on-line of any country in the world. Furthermore, the National Broadband Task Force has advised the government on how Canadians together can achieve the critical goal of making broadband access widely available to citizens, businesses, public institutions and to all communities in Canada by 2004.

As Minister of Industry, I am responsible for the Industry Portfolio, which consists of fifteen departments and agencies that play a key role in delivering on the government's agenda. With over 40 percent of federal government spending on science and technology, and a wide range of complementary programs to help businesses both large and small thrive and prosper, the Industry Portfolio has a national reach, regional depth and community presence across the country.

I am pleased to present this Performance Report for Western Economic Diversification Canada (WD), which shows its contribution, during 2000-2001, to the government's agenda. The Government of Canada, through WD and the Industry Portfolio, is contributing to the economic development and prosperity of the West – and the nation. WD's Western Canada Business Service Network, with more than 100 points of service, ensures a department that is "on the ground" in each western province helping to find local solutions to local needs. The success of its partnerships enables WD to assist small- and medium-sized businesses to get started, to thrive and to grow. The department also works in partnership with provincial governments, research institutes and the private sector to strengthen Western Canada's potential in the knowledge-based economy. Through strategic investments in leading-edge industries and technologies, WD is moving innovative ideas into well-developed projects with tangible results that will benefit western Canadians today and well into the future.

The government's strategy has been to strengthen Canada's capacity for innovation by investing in research and knowledge, and by fostering a nation of highly skilled people. We are assisting all Canadians with life-long access to the tools and skills they need for success. We are laying the foundation of a state-of-the-art research environment in which our best and brightest can make their ground-breaking discoveries right here at home. And we are working with our researchers and entrepreneurs to make sure that Canada is the place where new products and processes get to market first and fastest.

The Honourable Brian Tobin

Secretary of State Western Economic Diversification



Ron J. Duhamel

Since its inception in 1987, the mandate of Western Economic Diversification Canada (WD) has been to advance the Western Canadian economy and represent Westerners' interests in national economic policy development. In the past year, whether it was: helping a small business owner prepare a business plan or hire the brightest graduates; linking businesses to partners who can help them compete in an ever-changing economy; or encouraging the development of new and innovative technologies, WD programs and initiatives continued to be a strong record of service to the people of Western Canada.

WD places a high priority on innovation. This year, 44% of WD's project approvals were innovation related. WD played a catalytic role in creating a partnership for the Canadian Light Source Synchrotron project, one of the largest science initiatives ever in Canada. The project provides a revolutionary tool for researchers and may provide timely clues to the structure of matter, the development of new drugs or the design of biomedical implants. Other WD strategic investments in innovation and leading-edge technologies, such as fuel cell technology, which is used to develop environmentally friendly energy systems; biotechnology, through investments in the key areas of genomics and proteomics and new media, which converges information technology, culture and communications, are contributing to economic diversity in the four western provinces. In each of these areas, WD has been instrumental in bringing together key stakeholders to identify and develop these opportunities.

In working to support the development of partnerships in the West this year, WD has: partnered with western cities to promote economic development in major Western urban centres and address concerns emerging with rapid expansion; continued in its leadership role in Infrastructure Canada, a program based on partnerships with provincial governments, territorial governments and municipal associations; and continued involvement in several Western Economic Partnership Agreements (federal/provincial contribution agreements for mutual economic development priorities), including one in British Columbia which will direct \$40 million toward measures that encourage new jobs, support new economic infrastructure and technology, and promote entrepreneurship in the province.

WD also worked to support western entrepreneurs - the driving spirit behind nearly 80 percent of new jobs in Canada and the West - through a number of programs and initiatives. In June 2000, WD launched Canada's first E-Business service Centre, located in Winnipeg, which provides small and medium sized businesses with a new resource for making the transition to the digital economy. WD added a fourth partner to the Western Canada Business Service Network - the Francophone Economic Development

Organizations (FEDO) - to encourage enhanced services to Francophones in the areas of training, business development and marketing. FEDO joins the Community Futures Development Corporations, the Women's Enterprise Initiatives and the Canada Business Service Centres in providing over 100 points of service for entrepreneurs.

In the coming year, by refocusing its strategic directions in three key areas – business development and entrepreneurship, innovation, and partnership - WD will continue to promote the inclusiveness, competitiveness and economic activity that is essential for healthy, sustainable growth in Western Canada. WD is happy to report good levels of performance in recent client satisfaction surveys and the attainment of Government On-Line (GOL) objectives and we will continue to strive to meet the Government of Canada's commitment to provide citizen-centred services and to deliver an increasing number of those services on-line.

The Honourable Ron J. Duhamel

Section II: Departmental Strategic Context

Mandate, Roles and Responsibilities

WD's mandate is defined in the *Western Economic Diversification Act* of 1988.

Through the Act, WD is mandated to:

- Promote the development and diversification of the western Canadian economy;
- Coordinate federal economic activities in the West; and
- Ensure that western Canadian interests are reflected in national decision-making.

WD implements its mandate in a way that is consistent with national direction as provided in the Speech from the Throne, the Prime Minister's response to the Speech from the Throne, and the objectives of the Industry Portfolio. Some of the department's objectives are accomplished through programs and services that focus on the small business community in Western Canada.

In the fall of 1999, WD developed a medium term strategy to refocus its activities in response to new challenges and priorities, both economic and social. Over the course of the fiscal year, WD began to make the shift in strategy from the business lines and core program areas reported in this document to three new key areas of activity: Innovation, Partnership and Coordination, and Business Development and Entrepreneurship supported by Economic Research and Analysis.

The Department's Head Office is located in Edmonton, Alberta, co-located with the Regional Office for Alberta. Regional Offices are also situated in each of the other western provinces, in Winnipeg, Saskatoon and Vancouver, and a Liaison Office in Ottawa. Regional satellite offices have also been opened in Victoria, Calgary and Regina. The Department's Deputy Minister resides in Edmonton, and Assistant Deputy Ministers manage operations in British Columbia, Alberta, Saskatchewan, Manitoba and Ottawa. Each western Assistant Deputy Minister has direct responsibility for managing one of the department's corporate business lines across Western Canada, and for delivery of all departmental programs in their region. The Ottawa based Assistant Deputy Minister plays the lead role in the department's advocacy activities.

Departmental/Program Objectives

To achieve this mandate, the Department's 2000-2001 Report on Plans and Priorities (RPP) describes four business lines and three core programs.

Business Line and Core Program Titles	
Business Lines:	Core Programs:
Capital Services Information Services Targeted Business Services Service Partnerships	Strategic Initiatives and Special Projects National Programs Legacy Programs

Business Line Objectives:

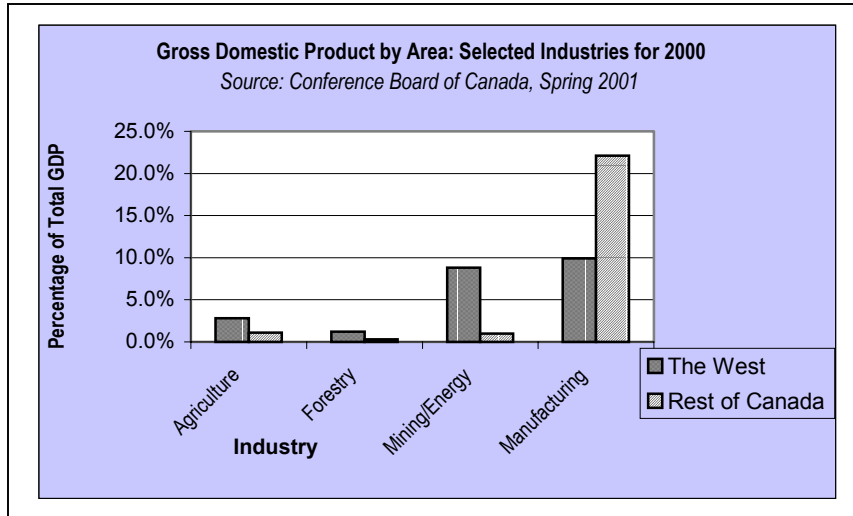
- **Capital Services:** develop targeted Loan/Investment Fund Programs, offered in cooperation with private and public sector financial institutions, as well as other assistance in accessing conventional loan/equity financing. The Funds were established in response to small business' need for financing in soft-asset and new economy areas.
- **Information Services:** increase use of information technology to provide cost-effective business information products by tailoring information to the needs of small- and medium-sized enterprises (SMEs) and entrepreneurs in western Canada.
- **Targeted Business Services:** provide assistance to SMEs and entrepreneurs to develop business plans to start or expand their business, sell to international and public sector markets, and initiatives to streamline regulations which may adversely affect small business.
- **Service Partnerships:** develop and implement innovative alternative service delivery arrangements, which meet the needs of western Canadian communities, SMEs and entrepreneurs.

Core Program Objectives:

- **Strategic Initiatives and Special Projects:** develop and launch public/private partnerships, federal, provincial and tripartite economic development initiatives to help SMEs compete in the Canadian and global markets.
- **National Programs:** renew community infrastructure through the Infrastructure Works Program and deliver community economic adjustment as a result of federal facility closures, changing federal priorities, or natural disasters.
- **Legacy Programs:** maximize the collection of repayable contributions and ensure that remaining commitments are paid out in accordance with the terms of agreements under the Western Diversification Program and other programs, without hindering the viability of client firms.

External Factors Influencing the Department

The Western Provinces' Performance in 2000¹



In 2000, the western Canadian economy remained highly dependent on natural resources compared to the rest of the country. Economic activity in the primary sectors of agriculture, forestry, and mining/energy made up 12.8% of GDP in the West in 2000 compared to 2.5% in the rest of Canada.

Manitoba

Overall, the real gross domestic product (GDP) growth in Manitoba in 1999 was 0.5 percent and 2.6 percent in 2000. This lower level of growth, as compared to the national averages of 4.1 percent and 4.5 percent, was due in part to a weaker U.S. economy, specifically in the manufacturing and transportation sector, as well as storage and communication.

Manitoba's population growth rate has been hindered by a continuous outflow of its population to other provinces. The province experienced only 0.5 percent growth in its population in the year 2000 and it is estimated that Manitoba will lose on average over 2,300 persons per year to interprovincial migration between 2001 and 2010. Manitoba is also experiencing an increasingly aging population. The 65-and-over age cohort is expected to comprise 18 percent of the total population by 2020.

Employment in the province grew by 2.2 percent in 2000, its highest rate since 1986, but is forecast to decelerate to 1 percent in 2001.

Saskatchewan

Real GDP growth in Saskatchewan in 1999 was 3.2 percent and 3.6 percent in 2000. Contributing to this growth in 2000 was a strong mining sector, due to high natural gas and oil prices.

¹ Sources: Conference Board of Canada, **Provincial Outlook (Spring 2001)** and **Provincial Outlook (2001 Edition-Long Term Forecast)**.

Migration of Saskatchewan residents to other parts of Canada continued in 2000, as demonstrated by an overall population decline of 0.2 percent. The province is also expected to soon experience the same “age bulge” in the 65-and-over category as that of Manitoba. In 2000, the “baby boomers²” represented 30 percent of Saskatchewan’s total population.

Employment in Saskatchewan grew by only 0.8 percent in 1999 and 1 percent in 2000. This is compared to the national average of 2.6 and 2.8 percent respectively in the same time frame.

Alberta

Real GDP growth in Alberta was 6.0 percent for 2000, driven largely by a thriving goods and services industry and high oil and natural gas prices. More modest economic conditions and a slowing down of the goods and services sector will drop GDP growth to 4.8 in 2001.

The population growth of 1.8 percent in the latter half of the 1990s for Alberta slowed to 1.4 percent in 2000.

Employment growth, close to the strongest in the country during the 1990s, is expected to remain firm, driving the unemployment rate down from 5.7 percent in 1999 and 5 percent in 2000.

British Columbia

Real GDP growth in British Columbia slowly grew from 2.5 percent in 1999 to 2.9 percent in 2000. With 66 percent of all foreign exports going to the United States, the province is feeling the pressure of a slowdown in the U.S. economy. The declining economy of Japan, another big importer of B.C. goods, has further accentuated the export difficulties.

In 1999, the province lost a net total of 13,000 people and this trend is expected to continue for the next couple of years. Alberta is the main beneficiary of this out-migration. More than any other province, British Columbia relies on migration into the province to support population growth.

Employment growth in B.C. grew slightly from 2.0 in 1999 to 2.2 percent in 2000.

Other Factors Affecting the Western Canadian Economy

The Importance of Small Business

Small and micro businesses account for about fifty percent of all jobs in Western Canada, about five percent higher than for the rest of Canada. The difference is attributed, in part, to the number of family owned farms in the West that are counted as small businesses.

² “Baby-boomers” refer to the 34-53 year old age group born between the years 1947-1966.

There are many challenges facing the small business community in Western Canada. Despite the large number of people employed through small business, this sector accounts for a small share of total economic output, and an even smaller share of export activity. The special needs of small businesses when it comes to exporting, hiring skilled labor, adopting new technologies, obtaining the capital necessary for starting and growing, and developing marketing and management strategies must all be researched and addressed within the western context.

The Increasing Importance of Major Urban Centres

The movement of people to the seven major urban centres in Western Canada: Vancouver, Victoria, Calgary, Edmonton, Regina, Saskatoon and Winnipeg is stressing the urban and economic infrastructure. This is a particular problem in Calgary and Vancouver. The urban centres are becoming home to the majority of western Canadians, as well as the majority of economic output in the West.

The Rural West

The rural West is facing its own set of economic challenges, including a declining and aging population base, and heavy reliance on primary resources. Although rural areas comprise over 90% of the geography of Western Canada, they make up much smaller shares of economic output. For example, the traditional rural agricultural industry is employing fewer and fewer people, accounting for a declining share of regional economic output.

Aboriginal People in Western Canada

The birthrate for Aboriginal people is by far the highest in Canada, with an estimated population growth of 52% between 1991 and 2016³. As a group, Aboriginal people experience a lower labour force participation rate, earn lower incomes and have a higher rate of dependency on social assistance than non-Aboriginal Canadians⁴. Aboriginal population growth in urban centers is fuelled by birthrate and net migration from rural areas. To help Aboriginal people participate and prosper in western Canadian society, social, employment and economic development issues must be addressed in an integrated and coordinated fashion.

Northern Regions of Western Canada

Almost half of the geographic area of Western Canada falls into the northern regions of the western provinces, yet the north is sparsely populated and extremely unbalanced in terms of economic output. It is an area characterized by extremes: a small number of larger communities that depend on natural resource extraction activities with full services and populations that have high wage incomes and a large number of smaller isolated communities that lack services, infrastructure and employment. Transportation is a big challenge, with some communities accessible only by tertiary roadways and others accessible only by ice road or air. Education levels are generally lower in the north and the percentage of Aboriginal peoples is much higher.

3 Performance and Potential 2000-2001, Chapter 4: Maximizing Canada's Talent Pool, The Conference Board of Canada, 2000

4 The Government of Canada Report of the Royal Commission on Aboriginal Peoples, November 1996

Section III: Outcomes

Capital Services

Context and Background

The primary sources of business financing offered through WD are the loan funds established with the various financial institutions, including credit unions and chartered banks. These loans are designed to increase access to capital for SMEs where traditional financing is not available most notably in high growth, emerging sectors and micro-business lending. A 1999 Program evaluation confirmed that the funds serve a gap in financing between traditional bank lending and venture capital.

The Loan/Investment Funds Program represents public/private partnerships and provides “patient” loans and counselling services to firms in key growth areas. This initiative leverages private sector lending in higher-risk, emerging and export-oriented industries to which banks do not normally lend and which are not generally covered by the Canada Small Business Financing Program. WD provides a loan loss reserve in order to encourage private sector lending to small businesses by sharing loan losses with the financial institutions, which are solely responsible for the loan approval and the funding of the loans.

In addition, WD has capitalized and leveraged loan funds to be administered by its network partners, the Community Futures Development Corporations (CFDC), the Women’s Enterprise Initiatives (WEI) and the Francophone Economic Development Organizations (FEDO). These funds allow our network partners to assist small- and medium-sized enterprises (SME) with loans on commercial terms that would be more difficult to obtain through traditional financing.

Resources

WD’s leveraged loan funds are administered by a small unit, while client service staff provide direct assistance with business plan development, referral to and liaison with the lenders, and confirmation of loan eligibility. WD does not support the overhead and maintenance (O&M) costs of the financial institutions and WD’s contribution to the loss reserves is only ten to twenty percent of the value of actual loans provided by the financial institution. WD leverages a much higher amount of lending for SMEs using this program than by providing direct lending to clients.

Loans to small businesses are an integral element of the services provided by the network partners and the financial partners with whom they work. Professional network staff work with small business owners to assist them to access the financial resources they require. In addition, loan decisions are made by the volunteer directors of the network partner organizations.

Outcomes Achieved

Outcomes	Measures	Results
<p>Increased awareness of, and access to, capital (debt and equity) for SMEs in targeted growth sectors plus rural and women entrepreneurs and micro-businesses, leading to 2000/01 outcomes of:</p> <ol style="list-style-type: none"> 1. WD Loan Funds – 300 loans, for a total of \$22 million, plus supplementary funding of \$8 million from other sources 2. CFDC Loan Funds – 2,440 loans for a total of \$54 million 3. WEI Loan Funds – 180 loans for a total of \$4 million 	<ul style="list-style-type: none"> • Client satisfaction⁵ • Take-up rates for WD, CFDC, WEI and MOLC⁶ Loan Funds • Amount of supplementary (other) funding accessed by WD clients 	<ul style="list-style-type: none"> • Overall client satisfaction reported at 77% • WD Loan Funds provided 379 loans valued at \$25.8 million⁷ • 1590 loans valued at \$46 million were provided by CFDCs. • 95 loans valued at \$2.7 million were provided by the WEI. • WD implemented two loan funds with financial institutions and Francophone organizations (\$400,000 available to each fund) in BC and SK. These funds each made \$2 million available over 3 years to Francophone entrepreneurs. Similar loan funds are being negotiated for MB and AB. • WD Loan Funds leveraged an estimated \$8 to \$13 million in supplementary funding from private sources. • CFDCs lever additional loan funds at the rate of 1.5 to 1; the WEIs at the rate of 0.85 to 1.⁸

⁵ Client satisfaction figures are for all WD business lines and programs, of which access to capital is one.

⁶ Minority Official Language Communities

⁷ This amount represents leveraged lending by the private sector. WD provides a loss reserve which is held in a separate, interest bearing, account by the financial institution to be drawn upon only to offset a portion of any losses on those loans.

⁸ Since 1995, the CFDCs have loaned \$278M and levered an additional \$417M – ratio – 1.5 to 1; the WEIs have loaned \$16.5M and levered an additional \$14.1M – ratio 0.85 to 1.

	<ul style="list-style-type: none"> • Modification of program to meet client needs 	<ul style="list-style-type: none"> • Six new loan funds were created to meet client needs. Two loan funds were created specifically to meet the needs of Francophone entrepreneurs. • The <i>Advice and Business Loans for Entrepreneurs with Disabilities (ABLED)</i> program provided \$144,000 in loans in fiscal year 2000/01. This program was approved in March, 2000 and has experienced increased demand.
Improved business planning by clients	<ul style="list-style-type: none"> • Client satisfaction • Loan approval rates 	<ul style="list-style-type: none"> • 73% of WD clients report that they are satisfied or very satisfied with the guidance provided by WD officers⁹. • 64% of WD clients are likely to recommend, without reservation, WD services¹⁰. • The total number of WD-levered loans approved exceeded previous year by 16.6% and exceeded the goal for this year by 26.3%

⁹ See Appendix IV: WD Client Satisfaction Survey 2001

¹⁰ See Appendix IV: WD Client Satisfaction Survey 2001

Effective relationships with financial partners	<ul style="list-style-type: none"> • Partner satisfaction 	<ul style="list-style-type: none"> • A survey of partners is planned during 2001 – 2002.
	<ul style="list-style-type: none"> • Take-up rates for WD, CFDC, MOLC and WEI Loan Funds 	<ul style="list-style-type: none"> • Total loans by dollar value approved exceeded previous year by 31.6% and exceeded the goal for this year by 17.2%. • Loans to date: <ul style="list-style-type: none"> • By WD’s financial partners, 1,207 loans totalling in excess of \$122 million. • By Community Futures, 11,723 loans totalling more than \$278 million. • By WEI, 663 loans totalling more than \$16 million.

Effective utilization of available resources	<ul style="list-style-type: none"> • Actual versus budget 	<ul style="list-style-type: none"> • Activity was under budget for 00/01 freeing resources for other WD activities.
Improved financial skills of WD's client service staff, focusing on: <ol style="list-style-type: none"> 1. Knowledge of capital markets and financing options 2. Marketing, business planning and coaching skills 	<ul style="list-style-type: none"> • WD client satisfaction 	<ul style="list-style-type: none"> • 77% of clients surveyed reported satisfaction with the business knowledge of WD officers¹¹.
	<ul style="list-style-type: none"> • Proportion of client services staff trained 	<ul style="list-style-type: none"> • 49 client service staff received training in this fiscal period. The total number of client service staff is approximately 60 people. • A total of \$163,453 was spent on training for client services staff.

Lessons Learned

The challenge for Capital Services is to provide access to innovative, higher-risk capital lending for target groups including: key growth industries; technology; women; SMEs in minority official language communities; rural entrepreneurs; and start-up urban entrepreneurs. In order to meet this challenge, six new loan funds were created this fiscal period using a conditionally repayable commitment of up to \$5.4 million from WD to leverage up to \$33.5 million in private sector lending to small business. These new funds aimed at the specific needs of:

- Entrepreneurs with disabilities in Vancouver and Victoria
- Francophone clients in Saskatchewan and British Columbia
- Very small and start up businesses in Edmonton
- Environmental and conservation related businesses in British Columbia

In addition, a \$150,000 WD commitment was made to leverage another \$1.5 million from privately managed funds for existing CFDC loans in British Columbia.

Advice and Business Loans for Entrepreneurs with Disabilities (ABLED) is a new initiative for WD, that illustrates how WD's levered loans work. The program provides loans of up to \$75,000 to individuals with disabilities who are unemployed, under-employed, or experiencing barriers to employment. Critically, it also provides non-financial assistance through one-on-one counselling, mentoring, and access to business training and development. The program operates in the Greater Vancouver and Victoria metropolitan areas through agreements with the VanCity and Coast Capital Savings Credit Unions, who bring their expertise to bear in making the loan decisions.

¹¹ See Appendix IV: WD Client Satisfaction Survey 2001

Information Services

Context and Background

The role of the Information Services (IS) business line is to provide cost-effective user-friendly solutions in the development of business information products for external clients, to manage the WD website and to meet internal information system requirements. The IS website team was awarded the WD Deputy Minister's Award of Excellence for work undertaken to meet the Government On-Line¹² Tier 1 deadline of December 31, 2000.

The Information Services Secretariat business line supports other WD core program areas and the Western Canada Business Service Network (WCBSN) in providing relevant, timely information in an electronic format for use by small business and entrepreneurs using the most appropriate technology.

Resources

The IS Group consists of a small staff supplemented from time to time for special projects, technical expertise and training.

Outcomes Achieved

Outcomes	Measures	Results
<p>Western small businesses have access to an integrated information service that provides:</p> <ul style="list-style-type: none"> • Information products, primarily interactive, tailored to their specific needs • Referrals to sources of more specialized expertise 	<p>Trend rate of use of WCBSN information products. Small business satisfaction with:</p> <ul style="list-style-type: none"> • Accessibility of the service 	<ul style="list-style-type: none"> • Month over month usage statistics indicate a substantial increase in access to WD's website, from 15,416 visitors in May 2000 to a high of 26,078 visitors in March 2001. • Recent survey indicates 94% of visitors to the website say they are very likely or somewhat likely to return.

¹² See Appendix VI – Government on Line for more information.

	<ul style="list-style-type: none"> • Appropriateness and quality of the services used. • Introduction of a “Third Generation” WD Web site 	<ul style="list-style-type: none"> • Completion of the GOL¹³ information phase (Tier 1) December 31, 2000. • 60% completion of Government of Canada GOL Common Look and Feel accessibility guidelines. • 77% of visitors surveyed say the information has been useful to them in their business. • Cost savings of more than \$20,000 in download of electronic copies vs. printed copies. • Work has begun in developing the WD Web into an interactive site, including offering online registration for certain events, interactive feedback and points of service and entrepreneurial assessment.
<p>WCBSN¹⁴ members are equipped to provide high quality, consistent service to client SMEs. Front line personnel understand and use the full capabilities of the information products/electronic infrastructure, through training, help desk support and information sharing.</p>	<ul style="list-style-type: none"> • Capability of Network members and WD staff to deliver the full range of information products • Trend rate of use • Satisfaction among network members 	<ul style="list-style-type: none"> • Training and support services provided to 32 CFDCs as well as 80+ service requests. • Use of the Extranet by WCBSN members was lower than expected. New services are planned to address and increase usage. • More than 217,000 site visitors accessed the WD website in this fiscal period, an increase of approximately 14% over the previous fiscal period. • Verbal feedback indicates high satisfaction rating with support services.

¹³ GOL – Government On Line. See Appendix VI for more information about this initiative.

¹⁴ WCBSN – Western Canada Business Service Network

An electronic infrastructure that enables all Network partners to access a collective pool of information products and tools, and provide consistent, high quality and timely service to western SMEs (with support from the IT Branch and Service Partnerships)	<ul style="list-style-type: none"> • Implementation and continuing development of the electronic infrastructure, including a Phase 3 Client Information System (CIS), Extranet and Intranet 	<ul style="list-style-type: none"> • A CFDC Reporting system is under development. This system will facilitate performance reporting.
	<ul style="list-style-type: none"> • Trend rate of use, type of Network member, and types of products used 	<ul style="list-style-type: none"> • Extranet use by WCBSN members has been lower than projected (see lessons learned).
	<ul style="list-style-type: none"> • Benchmarked against other regional agencies electronic information offerings in terms of standards, access and use. 	<ul style="list-style-type: none"> • Met GOL Tier 1 guidelines (see Appendix VI).

Lessons Learned

The emergence of Government On-Line as a major Government of Canada (GOC) priority provided additional strategic direction to online initiatives. The Government of Canada mandated thorough Common Look and Feel Guidelines¹⁵ to ensure consistent GOC identity online, as well as universal access to all Canadians. This mandate has impacted heavily on the Information Services business line, to ensure the Department meets and continues to maintain the guidelines.

Ongoing GOC public opinion research will assist in driving further development of products and services for online delivery, which will in turn impact resources required for Information Services. The challenge for 2001-2002 will be to redesign the WD public website to meet client needs, as well as meet the Common Look and Feel requirements, and to achieve this within existing budgets.

WD has developed and maintains an “Extranet” for the members of the WCBSN. Extranet use was lower than anticipated during the 2000-2001 fiscal year and an evaluation will be undertaken in the next fiscal period to determine the reasons. While the evaluation will provide a more comprehensive look at the problem, IS will continue to improve the Extranet offerings, including the application of the Common Look and Feel guidelines and launch of an on-line learning program for WCBSN employees in the fall of 2001. IS will also be working with the Service Partnership Secretariat to improve the Extranet.

¹⁵ Common Look and Feel is a set of government-wide standards for website structure. The requirements can be reviewed in detail at http://www.cio-dpi.gc.ca/clf-upe/index_e.asp

Targeted Business Services

Context and Background

The objective of Targeted Business Services is to help entrepreneurs and small- and medium-sized businesses (SMEs) grow and become successful in today's global economy. In order to remain competitive and penetrate new domestic, foreign and government markets, SMEs need business and management services, access to capital, information on exporting, assistance in selling to government and a solid understanding of e-business. WD accomplishes this through value-added skills development (seminars and workshops¹⁶) and counselling (assessments and business plan reviews), as well as programming support for international marketing (International Trade Personnel Program¹⁷), developing new technology (First Jobs in Science and Technology¹⁸) and assessments of new technologies (WD-Canadian Innovation Centre Technology Assessment¹⁹). Where appropriate, clients are also referred to WD's network partners, financial institution partners and other governmental organizations for assistance.

Resources

Forty-five knowledgeable officers located across Western Canada in seven regional WD offices provided services and programming support to SMEs during the last fiscal year.

Outcomes Achieved

Outcomes	Measures	Results
WD staff will respond to 28,000 client inquiries and information requests.	The number of entrepreneurs and SME inquiries and requests that are fulfilled.	<ul style="list-style-type: none"> • 27,476 business inquiries lasting less than 30 minutes. • 76% of WD clients surveyed were satisfied or very satisfied with the speed of service provided²⁰.
WD staff provide in-depth business management services to 5,100 clients	The number of entrepreneurs and SMEs requiring in-depth advice and counseling from WD's officers.	<p>This category resulted in 7,535 clients receiving service in business management:</p> <ul style="list-style-type: none"> • 146 applications were reviewed for funding under the First Jobs in Science and Technology program. • 371 clients participated in 31 financing seminars. • 4,530 clients participated in 199 business management seminars on e-business and business planning.

¹⁶ See <http://www.wd.gc.ca/eng/events/default.htm> for a list of upcoming seminars or to find out more about programming support.

¹⁷ For more information, visit <http://www.wd.gc.ca/eng/finance/programs/xitpp.html>

¹⁸ More information on this program is available <http://www.wd.gc.ca/eng/finance/programs/xfirstjb.html>

¹⁹ Program details are found at <http://www.wd.gc.ca/eng/innovation/techassessment/connection.htm>

²⁰ See Appendix IV: WD Client Satisfaction Survey 2001

		<ul style="list-style-type: none"> • 2,488 clients received one-on-one counselling services on business management.
WD staff will provide <i>export services</i> to 1,900 clients.	The number of SMEs in Western Canada interested in entering or expanding into export markets.	<p>The result was 1,519 clients receiving <i>export service</i>:</p> <ul style="list-style-type: none"> • 83 applications were reviewed for funding under the International Trade Personnel Program. • 978 clients participated in 46 export seminars. • 458 clients received one-on-one export counselling and advice.
WD staff will provide <i>selling to government</i> service to 1,000 clients	The number of SMEs interested in entering or expanding into the public sector market	<p>The result was 1,048 clients receiving <i>selling to government</i> services:</p> <ul style="list-style-type: none"> • 74 clients participated in tours related to 3 Major Crown Projects. • 700 clients attended 20 Selling to Government Seminars. • 274 clients received one-on-one selling to government advice and counselling.

Lessons Learned

While some results exceeded targets and others fell short, the overall performance was very good. The requests for business management services were exceptionally high this year as WD launched a new e-business suite of tools that included e-business seminars, one-on-one counselling and website reviews. The demand for these services surpassed expectations and by reallocating resources to this product line, Client Services was able to meet the demand. Today, the challenge is to continue to meet the expectations of clients while dealing with limited resources. This means adopting strategies that incorporate capacity building with our partners and collaboration with other government, non-profit and private sector organizations on related initiatives.

A Client Satisfaction Survey was undertaken by WD to ensure WD's clients were satisfied with our services. The results indicate that 77% of the clients surveyed were satisfied or very satisfied with WD, a dramatic improvement from our 1998 survey with 58% overall satisfaction. As a department that prides itself in providing value-added service to clients, we were pleased to know that 83% of the clients stated they had multiple contacts with WD. That so many clients return repeatedly to WD strongly suggests that they find WD's services to be useful to their businesses. Clients also provided high ratings for: the courtesy of personnel, respect of the confidentiality of the information, helpfulness of the staff, hours of service and clarity of the information provided.

Service Partnerships

Context and Background

To provide information, business advice, access to capital and assistance in building community capacity, WD has developed the Western Canada Business Service Network (WCBSN), an innovative partnership with over 100 government and community based points of service across Western Canada.

Partners include 90 Community Futures Development Corporations, 4 Women's Enterprise Initiative offices, 4 Federal-Provincial Canada Business Services Centres, 4 Francophone Economic Development Offices, 7 WD Client Service Offices, and numerous satellite offices and cooperative delivery arrangements with other organizations.

A focus on inclusiveness ensures that WD responds to new opportunities and addresses the barriers that prevent many western Canadians from fully participating in the economic activity of the nation. WD works in partnership with governments and other stakeholders to address the socio-economic and cultural issues that prevent full participation in the economy by groups with unique needs such as Aboriginal people, women, Francophones, the disabled, and people living in rural and/or remote communities.

Resources

In the past two years, WD has signed multi-year agreements with its Network partners, providing operating funding totalling approximately \$30.0 million per year.

Administrative resources directed to program delivery in 2000/01 comprised a Manager and an officer in the Service Partnerships Secretariat, and 2-3 full-time officers in each region.

Recently, WD expanded the Network to include Western Canada's Francophone communities through the establishment of 4 Francophone Economic Development Organizations, and provided support to business services in Aboriginal communities through the Aboriginal Business Service Network initiative.

In 2000, WD launched special initiatives supporting the electronic infrastructure across the Network, enhancing their participation in the federal government's Government On-Line initiative and increasing community access to the world of electronic based information and services.

Outcomes Achieved

Outcomes	Measures	Results
<p>Business Services: Small businesses and entrepreneurs have ready access to services to business</p>	<ul style="list-style-type: none"> • Number of points of service in WCBSN that serve entrepreneurs. • Total number of services provided/total number of clients served by WCBSN members. 	<ul style="list-style-type: none"> • Small businesses and entrepreneurs have ready access to business services through more than 100 points of service. • The WCBSN was expanded to provide service to Francophone entrepreneurs through the Francophone Economic Development Organizations established in each western province. • 980,623 client services were provided by WCBSN members (excluding website visits).
<p>Small businesses consistently receive high-quality service from Network partners</p>	<ul style="list-style-type: none"> • Client satisfaction level. 	<ul style="list-style-type: none"> • WD and Alberta Community Futures Association jointly developed a CFDC satisfaction survey tool that has been shared with pan-western Associations and all Alberta CFDCs. • Alberta Women's Enterprise Initiative developed a client survey tool that includes client satisfaction. The survey is currently in process. • WD Client Service Survey shows 77% client satisfaction rate.

	<ul style="list-style-type: none"> • Service standards established. 	<ul style="list-style-type: none"> • The four provincial Community Futures Associations work with their members to ensure that a consistent, high standard of service is available to clients. • All WEI offices have desired service outcomes in place. • All CBSCs have established service standards in place. • All WD Client Service Units have program delivery service standards in place.
<p>Visibility: Small businesses recognize Network partners as a leading source of services to small business</p> <p>Community Economic Development: Communities have access to community economic development services</p>	<ul style="list-style-type: none"> • Awareness survey. • Total number of promotional events held by WCBSN members. • Total number of community economic development projects/initiatives led by WCBSN members. 	<ul style="list-style-type: none"> • Survey last conducted in July 1999. • CFDCs and WEIs held 2747 and 87 events respectively in 2000/01. • CFDC week held September 2000 across Western Canada. • WEI week approved in 2000/01. Events took place in May 2001 in all four western provinces. • WD launched the Marketing and Visibility Initiative (MVI) within the WCBSN to raise federal visibility and increase the partners' profile. • CFDCs initiated 693 long-term Community Economic Development (CED) projects and held 781 short-term CED events in 2000/01.

	<ul style="list-style-type: none"> • Total number of volunteers/volunteer hours. 	<ul style="list-style-type: none"> • A total of 9,164 volunteers, including board members, provided 93,149 hours of support to CFDCs and their communities in 2000/01. This is a strong indication of the support for, and value of, community economic development. • A total of 274 volunteers, including board members provided 4,041 hours of support to WEIs and their clients in 2000/01.
<p>Corporate Support of Network: Efficient and effective management of service partnerships, including coordination of Network partners</p>	<ul style="list-style-type: none"> • Satisfaction level of Network partners. • Percentage of available funding committed/disbursed • Program administrative costs as a percentage of total program costs • Degree to which streamlining of administrative systems improves cooperative or alternative service delivery. 	<ul style="list-style-type: none"> • Network members continue to express satisfaction with the WCBSN as evidenced by the growing pan-western cooperation among partners. • The Community Futures Associations have formed a pan-western alliance and have undertaken several pan-western projects. • Multi-year funding commitments and annual budget adjustments ensure 100% of available funds are committed and disbursed. • Service Partnership Secretariat administrative costs total <1% of program costs. Programs are delivered by regional office staff. These costs are covered within overall regional program administration budgets. • Multi-year contribution agreements have strengthened the accountability framework for network partner funding. Contribution agreement templates are amended as required for efficient administration of the program.

WCBSN shared vision	<ul style="list-style-type: none"> Degree of support among Network partners of a common vision. 	<ul style="list-style-type: none"> Network members were included in consultation on the department's long-term strategy and expressed interest in continuing their involvement.
WCBSN investment fund strategy	<ul style="list-style-type: none"> Degree of redistribution of existing investment funds. Total number of leveraging arrangements between partners and conventional lenders. 	<ul style="list-style-type: none"> CFDCs contributed \$7.55 million to loan fund pools in Alberta and BC. There are a total of seven loan-leveraging arrangements in place between WCBSN members and conventional lenders.
	<ul style="list-style-type: none"> Amount of new investment funding provided to partners. 	<ul style="list-style-type: none"> A total of \$2,500,000 in Investment Funds was provided by WD to WCBSN members.

Lessons Learned

To increase communication and the sharing of “best practices” throughout the network, WD initiated a pan-western “CF Week” in 2000/01, in which the successes of the Community Futures Development Corporations across the West were celebrated, and the support of the federal government was recognized. More generally, the Department has supported increased pan-western dialogue and cooperation between Network Partners, resulting in the development of numerous initiatives of benefit to partner organizations and their clients.

WD launched the Marketing and Visibility Initiative (MVI) in 2000/01 to assist Network Partners to market and promote their programs and services in a way that recognizes the federal contribution.

WD reviewed and revised its Entrepreneurs with Disabilities Program in 2000/01, resulting in a more coordinated delivery of business services to entrepreneurs with disabilities on a regional basis through provincial Community Futures Associations. The delivery of the program continues to be subject to ongoing consultations with stakeholders.

Strategic Initiatives and Special Projects

Context and Background

The objective of the Strategic Initiatives and Special Projects area is to develop and launch economic development programs and initiatives for Western Canada using partnerships, networks and consortia that involve industry, all orders of government, academic institutions, and research institutions. The programs and initiatives are designed to improve the overall competitiveness of Western Canada through analysis of the Western Canadian economy, building on the innovation capability of the region, and demonstrating federal leadership on regional issues.

Through its chairmanship of three federal-provincial forums, the Department plays a constructive, leadership role in bringing together senior officials from across the West to address and advance economic development and innovation issues of mutual interest and concern. The Department is also committed to a research framework to address relevant western Canadian issues. A number of research projects were begun in this fiscal period, some of which include:

- *A Profile of Small Business Growth and Change in Western Canada* by the Western Centre for Economic Research
- *Assessment of Science and Technology Infrastructure in Western Canada* by Calibre Strategic Services
- *Study of Economic Development Practices in Canada* by the OECD²¹

WD's strong focus on innovation complements the federal strategy. WD works with partners to address gaps and to strengthen the western Canadian Innovation system by improving knowledge infrastructure and capacity, enhancing technology commercialization activities and linkages, enhancing capacity of firms to develop and adopt new technologies, and enhancing coordination and alignment of innovation priorities and strategies between federal, provincial and other innovation players.

The Western Economic Partnership Agreements (WEPAs) are cost-shared federal provincial agreements that focus on the enhancement of competitiveness and productivity to develop and support a more sustainable economic base. Each agreement is consistent with both national economic policies and the unique needs and opportunities of each of the western provinces.

Resources

Project officers in all WD offices work with stakeholder groups to develop and implement programs and initiatives for Western Canada.

Outcomes Achieved

Outcomes	Measures	Results
Good relationships with provinces, other federal departments, industry organizations, and other	<ul style="list-style-type: none">• Partner satisfaction	<ul style="list-style-type: none">• WD chairs three federal-provincial forums that involve the active participation of the four

²¹ Organization for Economic Co-operation and Development

partners		western provincial governments: <ul style="list-style-type: none"> • Western Economic Development Deputy Ministers' Forum • Western ADM Policy Group • Senior Officials Forum on Innovation
Improving the department's knowledge of the western Canadian economy	<ul style="list-style-type: none"> • Amount, and quality, of research generated, programs implemented as a result of the research. 	<ul style="list-style-type: none"> • 17 research initiatives undertaken by HQ/Regions • \$575,000 committed. • Research collaborations and partnerships begun with western DM and ADM forums (see above).
Maintaining a process for initiating, developing, implementing and tracking strategic initiatives and special projects that improve the innovation climate in Western Canada, including setting broad strategic directions for the department's innovation activities and other special initiatives.	<ul style="list-style-type: none"> • Strategies designed and implemented and strategic directions established. 	<ul style="list-style-type: none"> • Developed initiatives to encourage innovation. 44% approved project contributions were devoted to Innovation.
Negotiation and finalization of federal provincial economic development agreements, and urban development agreements	<ul style="list-style-type: none"> • Number of agreements implemented, and economic achievements of agreements. 	<ul style="list-style-type: none"> • Preliminary discussions regarding a new round of WEPAs to replace those expiring March 31, 2002 have begun. Preliminary discussions have also begun on renewing urban development agreements in major western cities.

Lessons Learned

WD's role is to support the implementation of the federal strategies by strengthening regional systems in the West and ensuring western issues, opportunities, and capacity are taken into consideration in federal policy and decision-making. This is accomplished through support of a coordinated approach to regional planning, research and economic analysis, an innovation strategy, and economic development agreements with other levels of government.

The Department recognizes that it is essential to maintain and enhance constructive working relationships with the western provinces. Through its leadership role in three federal-provincial forums, WD promotes federal-provincial coordination on economic development and innovation issues important to the West.

National Programs

Context and Background

WD is responsible for the delivery of national economic development programs on behalf of the federal government in Western Canada. These programs are designed to mitigate the economic impact on communities affected by federal facility closures or reductions, by natural disasters or by changes in federal policies and programs. In addition, WD works to renew community infrastructure through the Infrastructure Canada Program²².

During 2000-2001, the department delivered three National Programs. The Whiteshell Community Adjustment Fund was set up by WD to assist the community of Pinawa, Manitoba in its readjustment following the planned closure of Atomic Energy of Canada's nuclear laboratory in Pinawa in 2001.

In British Columbia, WD is helping coastal fishing communities with economic adjustment. The Pacific Salmon adjustment programs (including the Community Economic Adjustment Initiative (CEAI), the Fisheries Legacy Trust Investment Fund, the Coastwide Initiatives Program and the Recreational Fishery Salmon Loan Program) were established as a federal response to the extraordinary downturn in the salmon fishing industry. Programs were aimed at encouraging and promoting long-term, sustainable economic development and diversification. More specifically, repayable and non-repayable loans were given to projects in fishing-dependent Aboriginal and non-Aboriginal communities to address local priorities and needs, and provide opportunities to support transition to alternative economic activities.

The federal government also allocated \$2.65 billion for improving provincial and municipal infrastructure in Canada, with an initial focus on green infrastructure²³. The terms and conditions of the Infrastructure Canada Program have been developed by the Treasury Board Secretariat and specific funding is received for program delivery. WD is the federal delivery agent for the program in the West. The new Infrastructure Canada Program has been designed to provide long-term and sustainable benefits for Canadians, focussing on the quality of the environment, support of long-term economic growth, improvements in community infrastructure and new approaches to building 21st century infrastructure.

In 2000/01, WD consulted with other governments and entered into multi-year agreements with the provincial governments in western Canada to improve municipal infrastructure in cities and rural communities. Because the program was initiated during 2000/01, only one project was approved in this fiscal period – the "Hydraulic Improvements to the Red River Floodway" project approved at a cost of just over \$1.5 million, to be split equally between Canada and Manitoba. In the same time period, delivery of the previous program - Infrastructure Works, continued.

²² More detailed information on the Infrastructure Canada Program in Western Canada can be found at <http://www.wd.gc.ca/eng/ced/infrastructure/default.htm>

²³ Green infrastructure includes projects related to water and wastewater systems, water management, solid waste management and recycling, and capital expenditures to retrofit or improve the energy efficiency of buildings and facilities own by Local Governments.

Resources

The Whiteshell Community Adjustment Fund is partially delivered on behalf of WD, out of the Winnipeg River Brokenhead Community Futures Development Corporation, supported by a few staff in the Winnipeg regional office of WD.

The Pacific Salmon Fisheries Adjustment Program utilized funding as follows:

- Fisheries Legacy Trust Investment Fund \$11M
- CEAI \$25M
- Coastwide Initiatives Program \$850K
- Recreational Salmon Fishery Loan Program \$7M

The economic diversification component of Pacific fisheries transition programs is delivered on behalf of WD by the coastal Community Futures Development Corporations, with oversight and leadership by WD-BC. The management of the Pacific Fisheries Adjustment and Restructuring (PFAR) Program has been a partnership endeavour on the part of WD, Human Resource Development Canada, the Department of Fisheries and Oceans and the Department of Indian Affairs and Northern Development.

WD has staff administering the Infrastructure Canada Program in every western province, providing managerial and program officer staff to administer and liaise with provincial counterparts. As the renewed program was initiated in this fiscal period, only partial amounts of the allocated resources were expended.

Outcomes Achieved

Outcomes	Measures	Results
Job creation and infrastructure renewal	<ul style="list-style-type: none"> • Number of jobs created • Total leveraged expenditures on infrastructure 	<ul style="list-style-type: none"> • Job creation is not an objective of the new infrastructure program. Jobs created under the previous program have been carried over into this fiscal period and have been reported in previous DPRs. • Infrastructure Works Program: a total of 800 homes will be protected; ring dike completed around the community of Grande Pointe (140 homes protected); reduced floodwater levels by 10 inches relative to 1997 flood conditions. • Infrastructure Program: \$231,233 in WD funding leveraged an equal amount from Manitoba.

<p>Economic adjustment in communities affected by the closure/reduction of federal facilities (such as base closures or the commercialization of the Whiteshell laboratory), changes in federal policies (such as the revitalization of the Pacific salmon fishery) and natural disasters (such as the Red River Valley flood.)</p>	<ul style="list-style-type: none"> • Economic impacts of WD sponsored initiatives, including jobs created/maintained. • Preservation of key core community infrastructure such as hospitals, community centres and airport facilities. • Satisfaction of stakeholders/partner organizations 	<ul style="list-style-type: none"> • 57 direct²⁴ jobs and 65 indirect jobs were created and 4 new businesses were established in the Whiteshell Adjustment. • 958 jobs were created/maintained in BC through fishing adjustment programs. • \$754,333 in WD funding for 7 projects leveraged \$738,602 from other sources in the Whiteshell Adjustment. • WD's contribution of \$12,685,717 in grants and contributions leveraged \$32,124,777 from other sources adjustment in BC's salmon fisheries sector. Key core community projects assisted included harbour renewals, community centres and community tourism facilities. • An evaluation of the Pacific Salmon Adjustment program will be completed by the end of 2001. The evaluation will include case studies of six of the communities hardest hit by the downturn in the fishery.
<p>Efficient delivery of national programs resulting in timely project or agreement approvals and amendments as well as compliance to the terms and conditions of the agreements.</p>	<ul style="list-style-type: none"> • Administrative overhead cost as a percentage of total program cost 	<ul style="list-style-type: none"> • The Pacific Salmon Adjustment program was managed with WD core resources. • The Whiteshell Community Adjustment program and the Pacific Salmon Adjustment program were managed with WD core resources.

²⁴ Direct jobs are created at the project site or by the proponent; indirect are spin-off jobs, for example, suppliers of goods or services.

	<ul style="list-style-type: none"> • Cycle time to approve projects 	<ul style="list-style-type: none"> • WD works with its partners to minimize approval time while maintaining high standards of due diligence. • In the new Infrastructure Canada Program, federal-provincial management committees were established, joint federal-provincial secretariats were established to coordinate program delivery, program criteria developed, project contracts created and internal administrative procedures were developed. • The cycle time for project approvals in the Pacific Salmon Adjustment program varies, but averages at 1 month.
	<ul style="list-style-type: none"> • Client/partner/stakeholder satisfaction 	<ul style="list-style-type: none"> • An evaluation of the Pacific Salmon Adjustment program will be completed by the end of 2001.
Full commitment/disbursement of available program funds	<ul style="list-style-type: none"> • Total funding committed/disbursed 	<ul style="list-style-type: none"> • Budgeted funds for all three programs are disbursed or reallocated to future years or other WD activities. • WD's contribution of \$6,302,100 generated an additional \$28,202,053 in contributions from other sources for coordination and for the delivery of small business development services in the BC Coastal Fishery Adjustment.
Leveraged federal funds	<ul style="list-style-type: none"> • Total funds leveraged 	<ul style="list-style-type: none"> • WD contributions of \$19,973,383 for the three National Programs generated another \$61,296,665 in funding from other sources.

Lessons Learned

The CEAI program has been a prime example of a partnership approach. It is funded through the program (Fisheries & Oceans), funds are managed by WD-BC, the program is administered by the Fisheries Legacy Trust (a grouping of the 13 coastal Community Futures Development Corporations) and decisions were taken by a steering committee comprised of Mayors from coastal communities, CFDC representatives, First Nations, the Province (Fisheries Renewal, Ministry of Community, Aboriginal and Womens' Services) and representatives from federal departments involved in the PFAR program (WD, Human Resource Development Canada, Department of Indian Affairs and Northern Development and the Department of Fisheries and Oceans). This approach put decision-making into the hands of those closest to the communities, individuals affected by the fisheries downturn and experts in the field of business development and loan management.

Legacy Programs

Context and Background

From 1987 to 1995, WD delivered the Western Diversification Program to businesses in Western Canada. The program offered repayable contributions to firms that were developing new products, new markets, new technologies, or replacing imports. Clients and partners shared the risk by injecting equity into these projects.

Resources

WD seeks to maximize the return from these previously made repayable contributions, pursuing every account in a cost-effective manner to ensure that existing commitments are paid out in accordance with the terms of the agreements, and to ensure compliance with the Government of Canada accounts receivable policy.

In administering its collection activities, the department takes an approach that involves working with businesses to adapt repayment plans to business fluctuations, and ensuring, within good business practices, that businesses are given every chance to survive and to contribute to economic growth in Western Canada.

The performance measure, as noted in the Outcome chart below, is the value of contributions repaid including related revenue & interest. In 2000-2001, WD collected \$26.7 million from its Legacy Programs portfolio, \$6.7 million more than anticipated.

Future revenue from repayable contributions will gradually decline as the Department moved away from this type of funding in 1995.

Outcomes Achieved

Outcomes	Measures	Results
Repayable contributions repaid in accordance with terms of contracts.	<ul style="list-style-type: none">Collect \$20.0 million in accordance with terms of repayable contribution agreement.	<ul style="list-style-type: none">collected \$26.7 million.

Section IV: Appendices

APPENDIX I - Financial Tables

Financial Performance Overview

Planned spending for fiscal year 2000-2001 year was \$238.7 million, \$20.3 million greater than the year-end authorities of the Department. The authorities were lower than the planned level primarily due to the deferral of contribution authority to subsequent years for Western Economic Partnerships Agreements (\$25.4 million). Actual spending was \$214 million, 2% less than the departmental authorities of \$218.3 million due to delays in construction projects under the new Canada Infrastructure Canada Program (\$1.7 million) and the Canada Infrastructure Works Program (\$0.6 million); and, to finance the carry-forward of operating resources (\$1.8 million) to fiscal year 2001-2002.

The following table summarizes total appropriations and expenditures for WD in 2000-2001.

Western Economic Diversification (\$ millions)	
Planned Spending	\$238.7
<i>Total Authorities</i>	<i>\$218.3</i>
Actuals	\$214.0

Financial Summary Tables

The following financial tables depict the resources available to the Department in 2000-2001 and how these resources were used, as well as revenues generated by the Department. The tables also provide comparative historical information for previous two years. Please note that WD has reported the following tables:

- Table 1 - Summary of Voted Appropriations
- Table 2 - Comparison of Total Planned Spending to Actual Spending
- Table 3 - Historical Comparison of Total Planned Spending to Actual Spending
- Table 4 - Revenue
- Table 5 - Statutory Payments
- Table 6 - Transfer Payments
- Table 7 - Contingent Liabilities

Table 1 - Summary of Voted Appropriations

Financial Requirements by Authority (\$ millions)				
Vote		2000-2001		
		Planned Spending	Total Authorities	Actual
Western Economic Diversification				
115	Operating Expenditures	36.8	44.0	42.0
120	Grants and Contributions	177.8	144.7	142.4
(S)	Liabilities under the Small Business Loans Act	18.0	23.5	23.5
(S)	Liabilities under the Canada Small Business Financing Act	2.0	1.5	1.5
(S)	Contributions to Employee Benefit Plans	4.1	4.6	4.6
Total Department		238.7	218.3	214.0

Table 2 - Comparison of Total Planned Spending to Actual Spending

Departmental Planned versus Actual Spending			
Business Line	2000-2001		
	Planned	Total Authorities	Actual
FTEs	344	344	342
Operating	40.9	48.6	46.6
Capital	--	--	--
Grants and Contributions	197.8	169.7	167.4
Total Gross Expenditures	238.7	218.3	214.0
Less:	--	--	--
Responsible Revenues			
Total Net Expenditures	238.7	218.3	214.0
Other Revenues and Expenditures			
Non-responsible Revenues	(53.0)	(53.0)	(55.4)
Cost of services provided by other departments	3.6	3.6	3.6
Net Cost of the Program	189.3	168.9	162.2

Table 3 - Historical Comparison of Total Planned Spending to Actual Spending

Historical Comparison of Departmental Planned versus Actual Spending (\$ millions)					
Business Line	Actual 1998-99	Actual 1999-00	2000-2001		
			Planned Spending	Total Authorities	Actual
Western Economic Diversification	267.3	215.2	238.7	218.3	214.0
Total	267.3	215.2	238.7	218.3	214.0

Table 4 – Revenue

Respendable Revenues (\$ millions)					
Business Lines	Actual 1998-99	Actual 1999-00	2000-2001		
			Planned Revenue	Total Authorities	Actual
Western Economic Diversification	--	--	--	--	--
Total Respendable Revenues	--	--	--	--	--
Non-Respendable Revenues (\$ millions)					
Business Lines	Actual 1998-99	Actual 1999-00	Planned Revenue	Total Authorities	Actual
Western Economic Diversification	69.8	58.0	53.0	53.0	55.4
Total Non-Respendable Revenues	69.8	58.0	53.0	53.0	55.4

*The \$55.4 million Non-Respendable Revenues include the following major components: \$26.7 in collections on repayable contributions including interest; \$25.4 million in service fees for the Small Business Loans Act and for the Canada Small Business Financing Act and \$0.9 million in refunds of contributions.

Table 5 - Statutory Payments

Statutory Payments (\$ millions)					
Business Lines	Actual 1998-99	Actual 1999-00	2000-2001		
			Planned Spending	Total Authorities	Actual
Liabilities under the Small Business Loans Act	24.4	26.3	18.0	23.5	23.5
Liabilities under the Canada Small Business Financing Act *	--	0.0	2.0	1.5	1.5
Contributions to employee benefit plans	4.5	4.4	4.1	4.6	4.6
Total Statutory Payments	28.9	30.7	24.1	29.6	29.6

*An amount of \$30,670 was planned, authorized and spent under this program in 1999-00.

Table 6 - Transfer Payments

Transfer Payments (\$ millions)					
Business Line	2000-2001				
	Actual 1998-99	Actual 1999-00	Planned Spending	Total Authorities	Actual
GRANTS					
Grants	0.0	0.0	5.0	0.0	0.0
Total Grants	0.0	0.0	5.0	0.0	0.0
CONTRIBUTIONS					
Western Diversification Program	110.7	101.7	159.0	123.9	123.9
Canada Infrastructure Works Program	89.0	18.3	7.8	6.4	5.8
Infrastructure Canada Program	--	--	--	2.0	0.3
Loan Fund Program	5.2	1.3	6.0	6.0	6.0
Red River Flood Protection Program	--	24.0	--	6.4	6.4
(S) Liabilities under the Small Business Loans Act	24.4	26.3	18.0	23.5	23.5
(S) Liabilities under the Canada Small Business Financing Act *	--	0.0	2.0	1.5	1.5
Total Contributions	229.3	171.6	192.8	169.7	167.4
Total Transfer Payments	229.3	171.6	197.8	169.7	167.4

*An amount of \$30,670 was planned, authorized and spent under this program in 1999-00

Note: Due to rounding, figures may not add to totals shown.

Table 7 - Contingent Liabilities

Contingent Liabilities (millions of dollars)			
List of Contingent Liabilities	Amount of Contingent Liabilities		
	March 31, 1999	March 31, 2000	Current * as of March 31, 2001
Claims, Pending and Threatened Litigation	1.0	1.0	0.0
Total	1.0	1.0	0.0

* The previous \$1.0 million contingent liability identified was reduced to approx \$60K by the end of fiscal year 2000-01.

APPENDIX II - Sustainable Development Strategy

Context and Background

The first round of Sustainable Development Strategies (SDS) were tabled in December, 1997 and were in effect for a period of three years. During the first half of this current reporting period (April 1, 2000 to March 31, 2001) an assessment of the 1997 SDS was conducted and the results were used in the development of the updated WD SDS. The second round of Sustainable Development Strategies were tabled in Parliament on February 14, 2001. A full description of the assessment of our 1997 SDS and an electronic copy of our WD SDS 2000 can be obtained from our website at: http://www.wd.gc.ca/eng/rpts/strategies/sd_plan/sd2000/default.htm

In consultation with staff and stakeholders, the following three goals, underlying objectives, performance indicators and targets were developed. Work began on the SDS commitments even prior to the official tabling of the strategy in February 2001.

Goal 1: To facilitate the integration of sustainable development into the business practices of SMEs in Western Canada through our network partners.		
Objective 1.1 To provide our network partners and Western SMEs with information on the practical application of sustainable development.	Performance Indicator 1.1.1: # and % of WCBSN members who have access to the WD sustainable development information package.	Target 1.1.1: 100% by March 31, 2002
	Performance Indicator 1.1.2: # users who access WD sustainable development information package.	Target 1.1.2: Increase to March 31, 2004
	Performance Indicator 1.1.3: # and % of WCBSN members who are using the sustainable development information package in their delivery of services.	Target 1.1.3: 25% of WCBSN members by March 31, 2003.
Goal 2: To integrate sustainable development into the programs, services and activities that we deliver directly and in partnership.		
Objective 2.1: To support projects that promote sustainable development principles, practices and technologies, directly or in partnership with others.	Performance Indicator 2.1.1: # of projects that support sustainable development and the \$ value of WD funding approved.	Target 2.1.1: Annual increase to March 31, 2004
Objective 2.2: To implement strategic environmental assessment (SEA) process for all new program and policy initiatives.	Performance Indicator 2.2.1: % of new programs assessed under the SEA process.	Target 2.2.1: 100% by March 31, 2003

Goal 3: To foster a sustainable development culture within WD.		
Objective 3.1: To make employees aware of the SDS and the objectives and targets.	Performance Indicator 3.1.1: # and % of employees who receive a sustainable development orientation package.	Target 3.1.1: 80% of employees by March 31, 2003
Objective 3.2: To communicate progress on the WD SDS to employees on a regular basis.	Performance Indicator 3.2.1: # of best practices and case studies addressing sustainable development generated.	Target 3.2.1: Increase level, measured annually
Objective 3.3: To demonstrate and encourage the 3Rs (reduce, reuse, recycle) and implement recycling programs in WD facilities.	Performance Indicator 3.3.1: Number and type of 3R initiatives implemented at WD facilities.	Target 3.3.1: Increase level, measured annually
Objective 3.4: To increase green procurement within WD.	Performance Indicator 3.4.1: # of people with procurement responsibilities who have received green procurement training.	Target 3.4.1: 90% by March 31, 2002
	Performance Indicator 3.4.2: # of contractual agreements that included green specifications.	Target 3.4.2: Increase level, measured annually
Objective 3.5 To increase energy conservation in WD facilities	Performance Indicator 3.5.1: % of all new office equipment purchased/leased that are energy efficient models.	Target 3.5.1: 80% by March 31, 2002

Targets and Progress

There were no targets set for the fiscal period ending March 31, 2001, as the updated strategy had only been tabled a month earlier. Work began, however, as early as January, 2000 on a Sustainable Development learning program for employees of the Department as well as those of our network partners: the Community Futures Development Corporation; the Women's Enterprise Initiative; the Canada Business Service Centre and the Francophone Economic Development Corporation. The resulting training package will be implemented in September, 2001.

Corrective Action

One of the "lessons learned" during the assessment of our last Sustainable Development Strategy was the importance of tracking targets and reporting on measures in a regular and timely fashion. The Department is developing an Environmental Management System (EMS) and has established a position for an Environmental Management Coordinator.

The Department also started work on an upgrade to its project database to capture areas of impact in the economy, environment and social fields to facilitate future SDS reporting.

APPENDIX III - Service Improvement Initiative

Context and Background

To ensure citizen centred service delivery, a Service Improvement (SI) Initiative was approved which established a target over the next five years of at least a 10% improvement in the public's level of satisfaction with the delivery of key government services.

Client Satisfaction Survey

As part of this citizen-centred initiative, WD undertook a Client Satisfaction Telephone Survey in 2000-2001 in order to determine baseline data and priorities for improvement. The survey was undertaken using Common Measurement Tool (CMT) methodology and included questions on Government On-line as well as Service Improvement to provide information for both these initiatives. The original CMT questions were designed for a written survey. To make an early start, WD undertook to adapt these questions for telephone use. Future priorities will include the examination of different methods for measuring ongoing client satisfaction.

The 77% satisfaction rating was a marked improvement over the 58% rating recorded in the previous survey of late 1998. It also sets a challenging standard from which to achieve the desired 10% increase. For more information and results of the Client Satisfaction Survey, please see Appendix V.

SI Implementation

A WD SI Steering Committee of senior functional Managers was formed in late 2000 to manage WD's SI activities and provide guidance on SI plan development and a Departmental Co-ordinator was designated.

In 2001-02, WD will focus on enhanced Client Satisfaction measurement and on action to improve results.

APPENDIX IV - 2001 WD Client Satisfaction Survey

In our last Departmental Performance Report, WD indicated that service quality and client satisfaction were important organizational considerations. In order to document current levels of client satisfaction and to compare results with a survey taken in 1998, a large-scale client survey was conducted in March of 2001.

A telephone questionnaire was developed using the Common Measurement Tool²⁵ model, the *de facto* standard for federal departments and agencies. WD Clients were asked to rate the Department on both satisfaction and importance in the areas of sensitivity to needs, service reliability, access to service, communication and overall satisfaction.

% of clients rating 4 (satisfied) and 5 (very satisfied)	All clients
Sensitivity to needs	75%
Service reliability	75%
Access to service	80%
Communications	79%
Overall satisfaction with the most recent contact	77%
The helpfulness of officers	87%
The courtesy of the officers	95%
The business knowledge of the officers	77%
Timeliness of responses to telephone or e-mail messages	81%
The clarity of the information provided	90%
% recommending WD Services without reservation	64%

Three quarters (77%) of participants in the survey indicated that, overall, they were “satisfied” or “very satisfied” with their most recent contact with WD. Almost two-thirds (64%) of all clients would recommend WD services without reservation.

The overall satisfaction represents a substantial improvement over the 1998 WD result of 58% of satisfied or very satisfied clients. The recent survey showed improvement in a number of service areas.

1998 Client Satisfaction Results	Change	2001 Client Satisfaction Results
Keeping you informed on the status of your request or application 38%	+36	74% The way you were kept informed of the status of your request
Efforts made by staff to assess your needs 51%	+28	79% Efforts made by officers to assess your needs.
Help guiding you through processes 43%	+26	69% The guidance provided by officers
Helpfulness of the person who handles your request 68%	+18	86% Helpfulness of officers
Prompt reply to your telephone calls or Internet inquiries 64%	+17	81% The timeliness of responses to telephone or –mail messages
Business knowledge of the person who handles your request 55%	+17	72% The business knowledge of the officers
Competent, well-trained staff 64%	+15	79% The competence of the officers
Ease of contacting service staff 63%	+15	78% Ease of reaching officers

²⁵ Visit http://www.tbs-sec.gc.ca/SI-SI/sii-ias/tools/index_e.shtml for more information on the Common Measurement Tool, provided by the Treasury Board Secretariat.

APPENDIX V - Collective Results

As a comparatively small department with a broad mandate, WD collaborates closely with a wide variety of other federal government departments, provincial and municipal governments, community organizations, and others. For example, WD partners with provincial governments to invest in economic development through the Western Economic Partnership Agreements (WEPA). The Deputy Minister for WD chairs a forum of western provincial economic development deputies, to share information and explore opportunities for collective action on a range of policy issues facing the West. This forum is supported by the western ADM Policy Group.

In addition, WD participates in the Senior Officials Forum on Innovation, along with members from the four western provinces and two other federal departments. Participation in Regional Federal Councils is also a priority for WD; two of our ADMs chair federal councils in Saskatchewan and Manitoba. WD's strategy for its Business Development and Entrepreneurship core program area is heavily dependent on collective initiatives with non-profit organizations such as Community Futures Development Corporations and Womens' Enterprise Initiatives and federal/provincial cooperation through Canada Business Service Centres.

APPENDIX VI - Government On-Line

What is Government On-Line?	What are the “Tier 1” Requirements?
<p>Government On-Line (GOL) is the Government of Canada’s plan to become the government the most electronically connected to its citizens in the world by 2004, with Canadians able to access federal information and services on-line at the time and place of their choosing.</p>	<p>By the end of 2000 citizens can expect:</p> <ul style="list-style-type: none"> • Information on key programs and services available on-line. Many are already on-line and accessible through www.canada.gc.ca. • Commonly-used forms available to download and print. • The ability to contact Departments through the Canada Site. • The Canada Site will be revamped and re-organized around citizen needs and topics of interest. Citizens will have the ability to personalize content on the Government of Canada portal in a way that makes sense to them. • A technology and policy framework will be in place that protects the security and privacy of Canadians in their electronic dealings with government.

The Government of Canada's Government On-Line (GOL) Initiative²⁶ is based on a commitment made in the 1999 Speech from the Throne to offer citizens and businesses faster, more convenient and seamless access to services and programs. The initiative consists of three tiers:

- Tier One (by December 2000): Information on all key programs and commonly used forms available on-line.
- Tier Two (by December 2004): All Department key services available on-line organized around citizens' needs; applications and financial transactions will be processed securely on-line in "real time".
- Tier Three (in the next few years): joint service delivery with other levels of government, businesses, volunteer organizations and international partners, where appropriate.

WD is building the relationships necessary to maximize effective use of this fast changing technology to improve service to Canadians. A senior executive has been appointed to lead the initiative. A steering committee with representation from all areas of the Department sets GOL priorities within WD, and a Project Management Office has been established.

WD is consulting with WD staff and members of the Western Canada Business Service Network to define the business transformation required, the back end process that needs to be built, the partnering relationships that need to be established, the core competencies required for on-line delivery of products and services and a plan to upgrade skills or hire employees with these skills, as required.

²⁶ More information on this initiative can be found at http://www.gol-ged.gc.ca/index_e.asp

APPENDIX VII – Contact Information

Contact List - Western Economic Diversification Canada

General Inquiries

Toll free telephone service
(in Western Canada only)
1-888-338-WEST (9378)

WD Web site

<http://www.wd.gc.ca> (English)
<http://www.deo.gc.ca> (French)

Headquarters

Canada Place
Suite 1500, 9700 Jasper Avenue

Edmonton, Alberta T5J 4H7

Telephone : (780)495-4164

Fax : (780)495-6876

British Columbia Office

Price Waterhouse Building
700-601 West Hastings Street

Vancouver, British Columbia V6B 5G9

Telephone (604) 666-6366

Fax: (604) 666-6256

Alberta Office

Canada Place

Suite 1500, 9700 Jasper Avenue

Edmonton, Alberta T5J 4H7
Telephone: (780) 495-4164

Fax: (780) 495-4557

Saskatchewan Office

Suite 601, 119 - 4th Avenue South

P.O. Box 2025

Saskatoon, Saskatchewan S7K 3S7
Telephone: (306) 975-4373

Fax: (306) 975-5484

Manitoba Office

The Cargill Building
Suite 712, 240 Graham Avenue
P.O. Box 777
Winnipeg, Manitoba R3C 2L4
Telephone: (204) 983-4472
Fax: (204) 983-4694

Ottawa Office

Gillin Building
141 Laurier Avenue West
Suite 500
Ottawa, Ontario K1P 5J3
Telephone: (613) 952-9378
Fax: (613) 952-9384