

The following matrices outline Western Economic Diversification's (WD) response to the recommendations made by Goss Gilroy Inc. as a result of the recent evaluations of the Western Canada Business Service Network (WCBSN); the Francophone Economic Development Organization (FEDOs); the Women's Enterprise Initiative (WEI); and the Community Economic Development Opportunity (CEDO) & Community Economic Development Internship Program (CEDIP) programs.

Since many of the recommendations suggested are related to activities already underway, and time frames vary by activity, the department has committed to implement the necessary adjustments defined by March 31, 2006.

## 1. Western Canada Business Service Network (WCBSN) Evaluation

Recommendations	WD Management Response
<p><b>A. Improve WD's messaging about the WCBSN to its partners</b></p>	<ul style="list-style-type: none"> <li>• Agreed.</li> <li>• WD will undertake to raise awareness amongst the partners as to the role of the WCBSN in assisting WD to achieve its strategic objectives. This will be accomplished through meetings at both the provincial and pan-west levels. WD will also work with the partners to raise the profile of the WCBSN with external clients.</li> </ul>
<p><b>B. WD should provide consistent encouragement and facilitation of structured and unstructured networking opportunities among network members</b></p>	<ul style="list-style-type: none"> <li>• Agreed.</li> <li>• WD will continue to facilitate meetings at both the provincial and pan west levels, bringing the members of the WCBSN together to exchange information and dialogue about opportunities to work together.</li> </ul>
<p><b>C. Review the performance monitoring system with respect to clarifying and updating the reporting guidelines and the system for gathering information</b></p>	<ul style="list-style-type: none"> <li>• Agreed.</li> <li>• As part of a funding renewal process for the CFDCs, WEIs, and FEDOs, WD has organized working groups amongst the various partner groups with the intention of solidifying core services and associated definitions, and to develop performance measures that accurately reflect the results being achieved by the WCBSN.</li> <li>• Concurrent with these activities, WD is developing a new reporting measurement tool.</li> <li>• It is WD's intention to incorporate modified performance measures in the new long term funding agreement together with the new reporting system. This is anticipated to be in place during the first quarter of the 2005/2006 fiscal year.</li> </ul>

<p><b>D. Pursue ongoing improvements to WCBSN meetings</b></p>	<ul style="list-style-type: none"> <li>• Agreed</li> <li>• WD will continue to facilitate WCBSN meetings and refine them to ensure that they are effective and meet both WD's and partners needs.</li> </ul>
<p><b>E. WCBSN members should seek opportunities to understand each other's mandates and activities, to refer clients as appropriate, and to share expertise among themselves and at public events</b></p>	<ul style="list-style-type: none"> <li>• Agreed.</li> <li>• WD will continue to facilitate meetings at both the provincial and pan west levels, bringing the members of the WCBSN together to exchange information and dialogue about opportunities to work together.</li> <li>• WD will take these comments into consideration during the planning for the next WCBSN meeting.</li> </ul>

**2. Community Economic Development Opportunity (CEDO) & Community Economic Development Internship Program (CEDIP) Evaluation**

Recommendations	WD Management Response
<b>A. Clarify Project Selection Criteria</b>	<ul style="list-style-type: none"> <li>• Agreed</li> <li>• These programs are being ended as part of the Expenditure Review process.</li> </ul>
<b>B. Clarify Reporting Requirements and Format</b>	<ul style="list-style-type: none"> <li>• Agreed</li> <li>• These programs are being ended as part of the Expenditure Review process.</li> </ul>
<b>C. Conduct Follow-up Studies of CED Projects</b>	<ul style="list-style-type: none"> <li>• Agreed.</li> <li>• These programs are being ended as part of the Expenditure Review process.</li> </ul>
<b>D. Maintain Regional Delivery Options</b>	<ul style="list-style-type: none"> <li>• Agreed.</li> <li>• These programs are being ended as part of the Expenditure Review process.</li> </ul>
<b>E. Review Level of Funding of CEDIP</b>	<ul style="list-style-type: none"> <li>• Agreed.</li> <li>• These programs are being ended as part of the Expenditure Review process.</li> </ul>

### 3. Francophone Economic Development Organization (FEDO) Evaluation

Recommendations	WD Management Response
<b>A. Share best practices in terms of FEDO board renewal</b>	<ul style="list-style-type: none"> <li>• Agreed</li> <li>• While the four FEDOs meet regularly to share this information, WD will continue to facilitate regional roundtables and WCBSN meetings to serve as an opportunity to engage in these discussions.</li> </ul>
<b>B. Review the design of the loan-loss reserves based on a needs assessment study</b>	<ul style="list-style-type: none"> <li>• Agreed</li> <li>• WD will work with FEDOs to conduct a needs assessment study to determine the capital needs of FEDO clients (size of loans, volume, sector, etc.) and options to address 'access to capital' gaps identified.</li> </ul>
<b>C. Improve the reporting format and, if necessary, information gathering processes for reports</b>	<ul style="list-style-type: none"> <li>• Agreed</li> <li>• As part of a funding renewal process for the CFDCs, WEIs, and FEDOs, WD has organized working groups including members from all of the partner groups with the intention of solidifying core services and associated definitions, and to develop performance measures that accurately reflect the results being achieved by the WCBSN.</li> <li>• Concurrent with these activities, WD is developing a new reporting measurement tool.</li> </ul>
<b>D. FEDO to develop expertise in specialized areas</b>	<ul style="list-style-type: none"> <li>• WD will review this recommendation.</li> <li>• Currently, WD supports FEDOs to provide support to entrepreneurs within Official Language Minorities Communities and bilingual municipalities. As relatively new organizations they are building their capacity and expertise in this area.</li> <li>• Whether FEDOs take on increased responsibilities would require analysis to determine whether existing responsibilities would be negatively impacted.</li> </ul>
<b>E. Pursue and develop new partnerships with other network partners</b>	<ul style="list-style-type: none"> <li>• Agreed.</li> <li>• WD will continue to encourage FEDOs to identify and pursue inter-partner and inter regional collaboration on projects that provide enhanced support to entrepreneurs, Official Language Minorities Communities and bilingual municipalities across western Canada.</li> </ul>

#### 4. Women's Enterprise Initiative (WEI) Evaluation

Recommendations	WD Management Response
<b>A. WD should assess its WEI organization payment process</b>	<ul style="list-style-type: none"><li>• Agreed.</li><li>• WD regions will examine this issue to determine where action is required.</li></ul>
<b>B. WD should review its management of the WEI files</b>	<ul style="list-style-type: none"><li>• Agreed.</li><li>• WD HQ and regions will continue to work together to share best practices in WEI file management.</li></ul>

<p><b>C. Seek increased partnering opportunities between CFDCs and WEI organizations</b></p>	<ul style="list-style-type: none"> <li>• Agreed.</li> <li>• WD will continue to facilitate meetings at both the provincial and pan west levels, bringing the members of the WCBSN together to exchange information and dialogue about opportunities to work together.</li> <li>• WD will also continue to encourage cross referral of clients amongst all partners as requested or required.</li> </ul>
<p><b>D. WEI loan funds should be replenished</b></p>	<ul style="list-style-type: none"> <li>• WD HQ and regional offices are currently undertaking an analysis of the WEI investment funds and will take appropriate action.</li> </ul>
<p><b>E. WD and the WEI organizations should assess current reporting requirements</b></p>	<ul style="list-style-type: none"> <li>• Agreed</li> <li>• As part of a funding renewal process for the CFDCs, WEIs, and FEDOs, WD has organized working groups amongst the various partner groups with the intention of solidifying core services and associated definitions, and to develop performance measures that accurately reflect the results being achieved by the WCBSN.</li> <li>• Concurrent with these activities, WD is developing a new reporting measurement tool.</li> <li>• It is WD's intention to incorporate modified performance measures in the new long term funding agreement together with the new reporting system. This is anticipated to be in place during the first quarter of the 2005/2006 fiscal year.</li> </ul>
<p><b>F. WD and the WEI organizations should discuss expectations for and means of measuring partnership development and maintenance</b></p>	<ul style="list-style-type: none"> <li>• WD will take this recommendation into consideration in the development of new performance measures and reporting systems.</li> </ul>
<p><b>G. Policies/guidelines concerning appropriate loan loss ratios should be developed</b></p>	<ul style="list-style-type: none"> <li>• WD HQ and regional offices are currently undertaking an analysis of the WEI investment funds and will review all existing documentation on loan funds, including loan loss ratios and targets taking action as appropriate.</li> </ul>
<p><b>H. The WEI organizations should assess service gaps</b></p>	<ul style="list-style-type: none"> <li>• Agreed.</li> <li>• WD will continue to encourage the WEIs to identify and address service gaps in the annual operating plan, including how they plan on identifying and providing service to special interest and needs groups, and what staff training is needed to address service gaps.</li> </ul>
<p><b>I. The WEI organizations should discuss differential funding requirements directly</b></p>	<ul style="list-style-type: none"> <li>• As part of multi-year funding negotiations, WD will dialogue with WEIs to determine their funding requirements, and WD's capacity to</li> </ul>

<b>with WD staff</b>	meet this request.
<b>J. To minimize organizational disruptions, succession plans maintained by the Board of each WEI organization should be in place for the future</b>	<ul style="list-style-type: none"> <li>• Agreed.</li> <li>• WD will encourage succession planning by the WEIs through the annual operating plans.</li> </ul>
<b>K. A competency-based personnel framework be developed for each staff position</b>	<ul style="list-style-type: none"> <li>• WD will discuss this with the WEIs to determine if this is feasible.</li> </ul>
<b>L. The WEI organization methods of sharing best practices between the four regions has been effective and should be continued</b>	<ul style="list-style-type: none"> <li>• Agreed</li> <li>• WD will continue to foster an environment conducive to sharing of information amongst WEIs and with other members of the Western Canada Business Service Network (WCBSN).</li> </ul>