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of Canada

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10 YEARS OF
SERVICE,
YEARS OF
EXCELLENCE!



Canada
Business
Service
Centres

A N N U A L R E P O R T 2 0 0 3 - 0 4

Canada 

Canada Business Service Centres

Ten Years of Service, Ten Years of Excellence!

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Foreword

We are pleased to present this annual report summarizing the performance and accomplishments of the Canada Business Service Centres (CBSCs) in 2003–04. Atlantic Canada Opportunities Agency, Canada Economic Development for Quebec Regions, Industry Canada and Western Economic Diversification Canada work together to provide the federal lead role for the network of CBSCs across the country. As part of their pathfinding and information service role, the CBSCs promote the business programs, services and regulatory roles of 42 different federal departments, agencies and Crown corporations by linking to their Web sites, distributing their materials and referring to their experts.

This year marks the 10th anniversary of the CBSC network, which is now a long-standing collaboration between various levels of government. The network is a stellar example of multi-jurisdictional integration with the aim of providing a seamless information service to business. We are particularly pleased to have won the 2004 United Nations Public Service Award. We are honoured that our Canadian response to business service delivery has been recognized as an example of best practice for public services around the globe.

Canadian businesses have embraced the Internet as a convenient channel of service delivery and communication. The CBSCs have responded by adapting many of their services to the Web and contributing much of the content on **BusinessGateway.ca**, the Government of Canada's business portal. CBSC service delivery is constantly evolving to meet changing client demand; examples are online tools such as the Business Start-Up Assistant and the Interactive Business Planner, and enhanced services such as "Talk to Us!" which simultaneously uses telephone and Internet. Online self-serve delivery continues to grow but clients highly value the assistance provided by CBSC information officers via telephone, by e-mail and in person. They help to resolve complex questions, offer support for Web sites, and aid in business planning and market research.

During 2003–04, CBSC funding was renewed for 2004–05 and 2005–06. Under the Government On-Line initiative, we are working to enhance the role of the CBSCs in transforming the way services are delivered to business. The CBSCs are well positioned to identify areas where improvements could be made, and where there are major service delivery irritants or gaps in programs and services.

We welcome your feedback on the Canada Business Service Centres and this report.



UN Award

On behalf of the CBSC network, Executive Director Robert Smith of the National Secretariat accepts a United Nations Public Service Award on June 23, 2004. Presenting the award are Julian Robert Hunte, President of the 58th session of the UN General Assembly, and Guido Bertucci, Director of the Division for Public Economics and Public Administration in the UN Department of Economic and Social Affairs.

■ Michelle d'Auray
Deputy Minister
Canada Economic Development for Quebec Regions

■ Suzanne Hurtubise
Deputy Minister
Industry Canada

■ Monique Collette
President
Atlantic Canada Opportunities Agency

■ Oryssia J. Lennie
Deputy Minister
Western Economic Diversification Canada

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Introduction

The Canada Business Service Centres (CBSCs) network was established to improve service to small businesses and entrepreneurs in the start-up phase. It provides a single window for information on federal and provincial/territorial government services, programs and regulatory requirements. In addition, CBSCs offer a wide range of information resources to support sound business planning and the expansion of new markets, both domestic and foreign, for Canadian goods and services.

Ten Years of Business Service Excellence

The network began in 1992 as a pilot project, with test centres in Halifax, Edmonton and Winnipeg based on extensive consultation with the business community. The aim was to solve persistent problems of low awareness of and lack of access to government programs and services, coupled with the perception of complexity and runaround.

Following the successful pilot, nationwide implementation of the CBSC initiative was funded in 1994 under the government's Jobs and Growth Agenda,¹ which recognized the importance of small business and entrepreneurship in the economic turnaround and job creation. The network evolved quickly, adding a centre in each province and territory (including Nunavut in 2000). To further extend services, the CBSCs began sharing information resources and expertise with a growing network of 356 regional access partners in communities across Canada.

Throughout a decade of providing front-line service, the CBSCs have continued to adapt, using multiple channels of service delivery and taking full advantage of rapidly changing information technology. The network is now a model of quality service, with a solid reputation for meeting the changing information needs and information access modes of Canadian businesses.

CBSCs have developed several unique online tools, such as the award-winning Online Small Business Workshop, the Interactive Business Planner and the Business Start-Up Assistant. These bring order to complex integrated information by focussing on clients' business needs in a specific province or territory.

To enhance services to business, over the years collaborative arrangements have been formed with other government initiatives targeting a similar audience. These include Team Canada Inc and the Government of Canada's business portal, BusinessGateway.ca



10th Anniversary Celebrations — Nova Scotia

To mark its 10th anniversary, in November 2003 the Canada/Nova Scotia Business Service Centre held a reception thanking its many business clients and partners for their ongoing support. As with all CBSCs, client service remains the top priority.

1. Industry Canada, *Agenda: Jobs and Growth — Building a More Innovative Economy*, November 1994.

Building the Network of CBSCs

Milestones

1992–93

- Pilot projects undertaken in N.S., Man., Alta.
- Information management: Electronic “Rolodex” (Megatext)

1993–94

- Centres opened in N.S., Man.
- InfoFax (24/7 fax service) launched

1994–95

- Centres opened in B.C., Que., Sask., N.B., P.E.I., Ont.

1995–96

- Centres opened in N.L., Alta. (new locations/partners)
- Information management: Groupware (Lotus Notes)
- First national CBSC Web site launched

1996–97

- Centre opened in N.W.T.
- Regional access partners added

1997–98

- Centre opened in Y.T.

1998–99

- Team Canada Inc Export Information Service launched
- Provincial partnership formed with N.L.
- Aboriginal Business Service Network launched

1999–2000

- Interactive Business Planner launched online

2000–01

- Centre opened in Nun.
- Business Start-Up Assistant launched online
- “Talk to Us!” (bi-channel service via phone and Web) launched

2001–02

- InfoFax retired

2002–04

- Information management: Content Management System (FatWire)

The CBSCs have earned several prestigious awards for service excellence and information management practices, including:

- **Head of Public Service Awards** for Excellence in Service Delivery (won by the Canada/Nova Scotia Business Service Centre in 1998, as part of Team Canada Inc in 1998, and by the CBSC network in 1999);
- Government in Technology **Distinction Awards** for:
 - Cross-Jurisdictional Service Delivery (silver medals to the CBSC network in 1993 and 1997);
 - Serving Canadians Better Through IM/IT Innovations: Improving Service Delivery to Citizens and Businesses (silver medal for the Interactive Business Planner in 1999; bronze medal for the Business Start-Up Assistant in 2001); and
- Council of Federal Libraries 2001 **Agatha Bystram Award**, presented to the Business Start-Up Assistant for Leadership in Information Management.

Most recently, the CBSCs were recipients of the **2004 United Nations Public Service Award** in the category of Improvement of Public Service Results. The award recognizes institutional contributions that enhance the role, professionalism and visibility of the public service, and draw attention to best practices. This crowning achievement for the CBSC network caps a decade of business service excellence.

Mandate and Mission

The CBSC mandate is to serve as the primary source of timely and accurate business-related information, and to provide referrals on government programs, services and regulations, without charge and in all regions of Canada.

The mission of the CBSCs is fourfold:

- Improve the start-up, survival and growth rates of small and medium-sized enterprises by giving businesspeople in every part of Canada access to accurate, timely and relevant information and referrals.
- Reduce the complexity of dealing with various levels of government by consolidating business information from the clients’ perspective in one convenient service.
- Enable clients to make well-informed business decisions in a global economy.
- Encourage business success through sound business planning, market research and the use of strategic business information.

Core CBSC Information Products and Resources

On behalf of the Government of Canada and its partners, the CBSCs provide a consistent group of information products and resources across the country, delivered through a variety of channels. With its focussed, structured information, enhanced through collaboration with the provinces and territories, the network of CBSCs provides a truly client-centred, horizontally and vertically integrated information service.

Business Information System

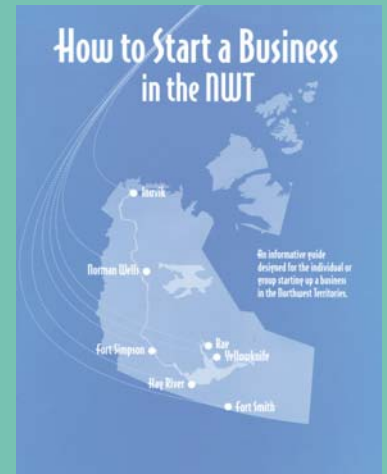
The foundation of the CBSC network is its ability to provide reliable, accurate information that is easy to access in a number of ways. Its national database, known as the Business Information System (BIS), is key to many CBSC services and products. The BIS is posted on the Web, is a prime tool for information officers responding to client questions, and can be faxed, e-mailed or printed. It has several components:

The **Government Programs, Services and Regulations Database** is a collection of federal and provincial/territorial information. It contains up-to-date descriptions of government business programs, services and regulatory requirements relevant to Canadian businesses. It sets a high standard in content, design and customer appeal, allowing information officers to locate requested information promptly, and to help clients navigate through the government programs and services available to individuals who are starting, improving or expanding a business. The BIS contains 1100 descriptions of federal business programs, services and regulations from 42 federal departments, agencies and Crown corporations. Added to this are 2237 documents from provincial and territorial ministries and agencies across the country, making a total of 3337 documents in the collection.

Info-guides provide a multi-jurisdictional overview of programs, services and regulations. They are available on specific topics, such as business start-up, financing, exporting and e-business.

“How to Start” guides explain potential steps and requirements in establishing specific types of businesses. Guides currently available across Canada discuss starting a bed and breakfast, a convenience store and a restaurant, a personal care home for seniors, or an alternative and complementary health care business. Each CBSC adds guides on other topics, depending on local demand.

Fact sheets consistently rank among the CBSCs’ most frequently requested documents. They cover a wide range of generic business topics, such as business planning, choosing a location, market research and analysis, basic bookkeeping and promotion.



Northwest Territories’ Business Start-up Guide

In April 2002, the Canada/Northwest Territories Business Service Centre launched a publication entitled *How to Start a Business in the NWT*. Designed for someone thinking of going into business for the first time, the guide outlines a series of steps to help overcome typical problems. It provides an overview of programs and services that might be of assistance, and lists sources of information. The guide has proven to be very popular.



Testimonial on Info-guide from Nova Scotia Client

When Lisa MacDormand decided to start Remedy Facial Bar and Spa three and a half years ago, she knew her product and service focus: aesthetics, aromatherapy and massage therapy. What she needed help with was the business focus. She discovered answers to many of her questions after contacting the Canada/Nova Scotia Business Service Centre. "The centre's business start-up guide was a godsend," says MacDormand.

Information Management in Transition

To the present

Over the past decade, the CBSCs have managed their information collection by writing program and service descriptions themselves to strict quality standards. The content structure has been refined over the years, and works well for the "discovery" function of matching programs and services to client needs.

Content developers in the National Secretariat and in each CBSC create and maintain descriptions in collaboration with departments, ministries and other agencies. The documents are available to business information officers serving clients on the phone or in person, and are published for clients on the Internet. Additional keywords improve the usefulness of the CBSC database, allowing clients to search federal and provincial/territorial government offerings and requirements by location, industry sector or topic.

There is no other structured source of program and service descriptions covering two levels of government. The database offers experience and assets worth building on.

Into the future

To manage creation and publishing processes more effectively, the CBSCs are moving to a content management system. This will allow the network to "re-purpose" and reuse content, and to reduce the amount of maintenance required. Under the new system, a single change in content could be reflected in all locations where the content is published, including all Web sites, information products and officers' desktop tools.

Building on the content structure of the existing descriptions, a proof of concept project is under way; this is a joint undertaking with the Public Sector CIO Council's XML Subcommittee. The project is looking at the process of establishing inter-jurisdictional standards for describing government programs, services and regulations. Assuming departments and agencies comply with the standards, the CBSCs would be able to transform how they currently work with partners. They could harvest content from departmental and ministry Web sites or databases without starting from scratch, thereby reducing duplication and improving consistency. Both federal and provincial/territorial partners have expressed interest in using the CBSC template for structuring descriptions of programs and services.

Business Resource Collection

The CBSCs also offer access to a business resource collection, along with reference assistance. The collection focusses on the information needs of aspiring exporters and entrepreneurs who are in the start-up phase, and are working on business plans and market research. In addition, it serves established businesses looking to expand and grow. Collections include:

- key publications of the 42 federal departments, agencies and Crown corporations, and of provincial/territorial ministries;
- many commercial sources of information, such as business directories and statistical databases; and
- videos, print materials and CD-ROMs on a range of business topics.

Acquisitions to the core collection are decided by a committee of CBSC library science professionals from across the country. Many of the licences and titles are procured centrally on behalf of the network. The collection can be used in both self-serve and assisted mode. Some CBSCs offer lending or mobile access to the collection.



Information Specialists

At their annual conference in Ottawa in May 2003, information specialists receive training on how to use a newly acquired business information resource.

Web-based Products and Tools

The award-winning **Interactive Business Planner (IBP)** continues to rise in popularity, with use in 2003–04 increasing by 4.6 percent over the previous fiscal year (see Figure 1). Incorporating many links to government information, the tool promotes access to government requirements and information sources for business clients as they develop plans. Considerable work was undertaken in 2003–04 to modernize the IBP. A new version to be released in 2004–05 will have an improved technical infrastructure for addressing client usage patterns; it will also provide many additional content and customization functionalities, and will comply with Treasury Board Common Look and Feel Standards, including complete accessibility for persons with disabilities.

The **Online Small Business Workshop** provides techniques and information for developing a business idea; starting, marketing and financing a new venture; and improving an existing small business. The workshop was recently expanded to include an e-business component.

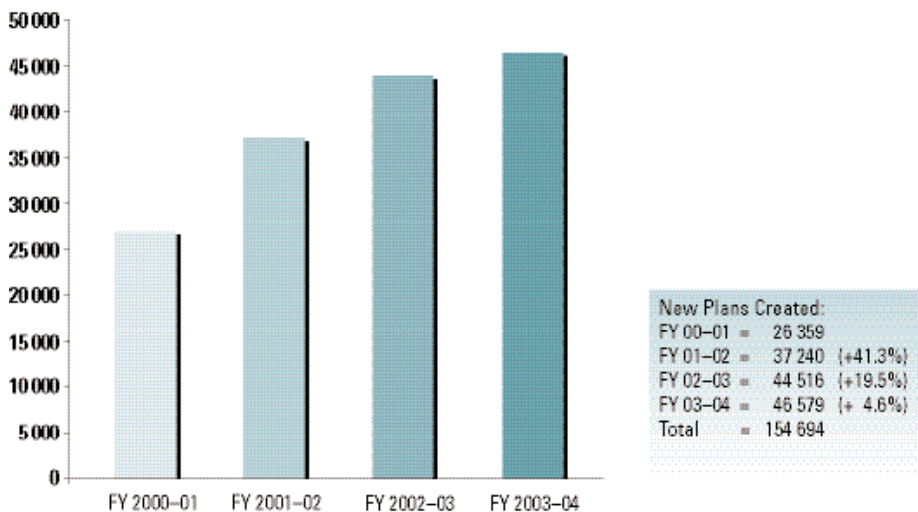
The **Business Start-Up Assistant (BSA)** draws on multiple jurisdictions to supply the information needs of entrepreneurs in the start-up phase in each region of Canada. It features prominently on **BusinessGateway.ca** and remains its most popular cluster. At the end of 2003–04, an enhanced version of the BSA was released. It responds to evolving needs by adding new content for specific audiences (e.g. women, Aboriginal people), new topics, an improved search page and several user interface improvements. In 2003–04 the National Secretariat team applied 10 metadata tags to all BSA pages and to the site’s collection of 7137 content links (over 70 000 metatags in all). Total visits to BSA increased by 37.3 percent in 2003–04.



Inuktitut Information Products

In Nunavut, 85 percent of residents speak Inuktitut as their first language. To reach this audience, the Canada–Nunavut Business Service Centre provides information products, including those on the Web, in Inuktitut/Inuinnaqtun. This allows residents to access more information and make better-informed business decisions, strengthening the Nunavut economy.

Figure 1: Number of New IBP Plans by Fiscal Year (FY)



Audience Segmentation

The secret to any useful service or product is a solid understanding of customer needs and the target audience. Among its main target audiences, the CBSC network seeks to serve aspiring entrepreneurs who are not yet in business but are looking for information on government requirements and the start-up phase.

With the **BusinessGateway.ca** initiative, the CBSC National Secretariat has undertaken research to define the business facets that make the most sense to clients, so that they can present information in the most useful way. Figure 2 lists the segment definitions that will be applied to CBSC and **BusinessGateway.ca** information assets. Clients will be able to create profiles of their business interests and obtain information specifically matching each profile.

Figure 2: Proposed Audience Segmentation, Canada Business Service Centres

Business Phase

- Pre-start-up
- Start-up
- Growth
- Established
- Transition
- Closing

Business Size

- Based on Revenue
- Based on Number of Employees

Location

- Alberta
- British Columbia
- Manitoba
- New Brunswick
- Newfoundland and Labrador
- Northwest Territories
- Nova Scotia
- Nunavut
- Ontario
- Prince Edward Island
- Quebec
- Saskatchewan
- Yukon
- International

Business Interest

- Small Business Owner
- Selling a Business
- Buying a Business
- International Investor
- Local Investor
- Importer
- Exporter

Industry Sectors

- Agriculture — forestry, fishing and hunting
- Construction — skilled trades
- Entertainment and Arts — film, music, TV
- Manufacturing
- Personal Services — financial planning, elderly care, daycare
- Professional Services — scientific, technical consulting
- Real Estate — rental and leasing
- Retailing — restaurants, bed and breakfasts, spas, convenience stores, clothing

Form of Ownership

- Sole Proprietorship
- Partnership
- Corporation
- Non-profit
- Franchise
- Co-operatives

Special Owner Types

- Women
- Aboriginal Persons
- New Canadians
- Immigrants
- Youth
- Students
- Persons with Disabilities
- Seniors
- Black/African Canadians
- Rural Communities

Service Delivery Modes

Clients have a wide choice of channels for accessing CBSC information services, all of them equally capable of responding to questions. At the same time, CBSCs recognize that clients use access channels for different purposes. Research indicates that business clients:

- want access to both self-serve and assisted options;
- routinely use at least two different modes of access — (1) the Internet for basic research, and (2) telephone, visit or e-mail to confirm an interpretation in a specific business context;
- use in-person service mostly for value-added business services, such as counselling, seminars, and access to financial advisors and subject-matter experts; and
- are at ease with online transactions, partly because many businesses use intermediaries (lawyers, accountants, business consultants, trademark/patent agents, trustees) accustomed to electronic service delivery.

CBSC Channel Management Strategy

Given client preferences, Government On-Line objectives and the positive impact on operating costs, CBSCs have adopted a channel management strategy that uses the Internet to the maximum, as both a self-serve option and a way of delivering information to clients being assisted by CBSC information officers.

To help clients obtain comprehensive and accurate answers to their questions, CBSC staff use a variety of databases, the Internet and tools accessible through a customized system (see Figure 3). They promote Web-based information first, and they can deliver information via e-mail or the Web, as well as via regular mail or fax.

Figure 3: Multi-channel Contact Centre



CBSCs Go Wireless

Now you can locate the CBSC nearest to you through the Government of Canada Wireless Portal (canada.gc.ca/mobile/wireless_e.html). For users of mobile Internet-enabled devices, this pilot project provides quick and easy access to contact information, e-mail and in-person service points.

Canada
Welcome - Bienvenue

► [English]
[Français]

Link

What are you looking for?

[Phone/Fax]
[Address]
[E-mail]
[Border Wait Times]
► [Canada Business Service Centres]

Link

Choose a province

[Alberta]
[Manitoba]
[Newfoundland and Labrador]
► [Nova Scotia]
[Ontario]

Link

Canada/Nova Scotia Business Service Centre
1575 Brunswick Street
Halifax, Nova Scotia
B3J 2G1
Tel.: (902) 426-8604
Toll Free: 1-800-668-1010 (Atlantic region only)

Back

Telephone Services

In each province and territory, a toll-free telephone inquiry service is promoted as a first stop for business information. In addition, the CBSCs offer a Canada-wide toll-free number for business inquiry use by federal partners or initiatives. The national number automatically directs each call to the CBSC in the province or territory from which it originates. To ensure universal accessibility, CBSCs offer a national TTY service for hearing- or speech-impaired entrepreneurs.

CBSCs also answer calls to the toll-free lines of partners, such as Team Canada Inc and the Aboriginal Business Service Network. Locally, each CBSC has arrangements to provide first-stop telephone service for specific programs and organizations.

“Talk to Us!”

“Talk to Us!” is a unique service simultaneously using Web and telephone to help business clients find information online. The Internet is primarily a self-service tool, but the sheer volume of information can often lead to failed searches and frustrated users. “Talk to Us!” addresses this problem. Over the telephone, a CBSC business information officer helps the client refine search parameters to obtain the needed Web-based information. This enhanced user support extends the benefit of personal assistance to Internet delivery and helps people who are not comfortable with Web searching. CBSC information officers often turn a simple telephone inquiry into a “Talk to Us!” session. Clients receive a listing of Web sites visited, to bookmark for future reference. This is a very cost-effective way to deliver information, and very popular with clients.

What Clients Say About the “Talk to Us!” Service

“I did not feel stranded in the Web. Instead I was guided to the exact documents/info I needed. . . . Make this available for all my Web dealings with any federal or provincial government.”

“Efficient and effective way to assist clients. Very knowledgeable operators, familiar with all related programs.”

“Provide a warning to cushion the shock of receiving such great service from a government agency.”

“Talk to Us!” is available at all CBSCs except in the Northwest Territories and Nunavut, where it is impractical given the delays caused by satellite Internet and telephone service. Among major new activities undertaken in 2003–04 are research on the use of “Talk to Us!” in supporting online transactions, and the piloting of a cyber-seminar component with selected CBSCs.

In-person Service

CBSCs are walk-in business resource centres, where clients may access information on their own or receive assistance from business information officers. The business resource collections focus on the information needs of small businesses, particularly entrepreneurs looking to start a business — for example, market research (global and domestic) and business planning. Workstations are available for consulting the Internet. Some CBSCs also provide seminars, tours of the facilities, co-located services such as business registration or business counselling, and advisory services in special areas of business interest (e-business, exporting).

Regional Access Partners

Access to value-added in-person service is extended as well through a network of 356 regional access partners, including provincial and municipal offices, economic and community futures development corporations, Aboriginal organizations and business-oriented associations (see Figure 4). The partners typically provide services similar to those of CBSCs, and they allow clients to access CBSC information resources from their locations.

Figure 4: Regional Access Partners

| Partners | Number |
|--------------------------------------------------------------|---------------|
| CBSC regional access partners | 278 |
| CBSC–Aboriginal Business Service Network (combined partners) | 25 |
| Aboriginal Business Service Network | 53 |
| Total | 356 |



Canada–Ontario Business Service Centre Meetings with Regional Access Partners

The Canada–Ontario Business Service Centre’s Regional Access Program hosted five annual meetings at various locations in 2003. These attracted 82 percent of regional access partners, who are solely responsible for delivering the face-to-face interaction that many clients prefer. The smaller meetings improved networking opportunities and introduced a collaborative decision-making approach to enhance partner relations. Meeting discussions led to the development of a partner, Extranet, launched in June 2004. The new approach to networking opportunities will help maintain, improve and expand the Regional Access Program in Ontario.



New Brunswick ABSN Activities

The Canada/New Brunswick Business Service Centre launched 16 sites located in each of the province's First Nations communities. Success stories highlighting Aboriginal entrepreneurs were posted on the Aboriginal Business Service Network Web site. In March 2004, a second annual meeting was held of the 16 regional network officers. To meet the specific needs of Aboriginal entrepreneurs, the centre published a guide entitled *Starting a Business in a First Nation Community*.

Internet-based Services

The CBSC Web site (www.cbsc.org) is actually a group of 14 sites — one for each province and territory, plus a national home site. Each local site posts regionally specific content and reflects any collaborative arrangements in place. The central site provides national information content and Web tools, Web publishing/content management tools and Web hosting; however, there is scope for each CBSC to address local information demand. Overall, the CBSC Web presence received 4.8 million visits in 2003–04.

Generally, sites are organized from the business client's perspective, with topics and search options to suit various needs. Each site provides easy access to nationally consistent content through the Business Information System.

The CBSCs' Web sites contribute substantial content to **BusinessGateway.ca**. Initial steps have been taken to plan for merging **BusinessGateway.ca** and the CBSC Web site. This will consolidate Web assets and reduce perceived duplication.

E-mail Service

Clients can e-mail their requests for business-related information and are assured a response within one business day.

Special Services

Team Canada Inc Export Information Service — This toll-free telephone service is operated by the CBSCs on behalf of Team Canada Inc. Whether clients are already exporting goods or services, or are new to the opportunities of global markets, the service makes it easier to find the right program, service or expert to consult. CBSC business information officers are specially trained to answer export questions and direct clients to the many domestic export services available at both the federal and provincial/territorial levels. CBSCs also respond to export questions received via e-mail from ExportSource (exportsource.ca), the Team Canada Inc flagship Web site.

Aboriginal Business Service Network — This initiative addresses the needs of Aboriginal businesspeople to access information on Aboriginal entrepreneurship within their communities. The network builds on the CBSC structure, providing free-of-charge access to government information on business programs, services and regulations. The network is funded by Atlantic Canada Opportunities Agency, Canada Economic Development for Quebec Regions, the Federal Economic Development Initiative for Northern Ontario, Aboriginal Business Canada in Southern Ontario and Western Economic Diversification Canada. It is delivered through existing Aboriginal organizations and supported by the CBSCs.



Alberta “It’s All About Opportunities” Aboriginal Event

Business Development Officer Jim Ewing of The Business Link in Alberta explains to participants what’s involved in starting a small business in “It’s All About Opportunities” — a conference for Aboriginal entrepreneurs, held in Edmonton in May 2003.

Access for Entrepreneurs with Disabilities

For entrepreneurs with disabilities, CBSCs continue to make their services more easily available across all modes of access. Steps include:

- adopting early the federal Common Look and Feel Standards for CBSC Web sites;
- redesigning the Interactive Business Planner to make the tool completely accessible;
- implementing a national TTY line, with centralized expertise to provide more consistent help to users;
- implementing a “Talk to Us!” chat function for hearing- and speech-impaired persons, with a centralized Braille printer available on request;
- improving the physical layout of CBSCs, with accessible workstations (readers, keyboards and furniture) and wider aisles; and
- conducting staff awareness and sensitivity training.

These efforts have drawn appreciative comments. For example:

“As a disabled single parent . . . I did not feel dehumanized, embarrassed, self-conscious or intimidated in making my requests for information — the service was fast, efficient and courteous. It targeted my needs and quickly provided me with the information I needed.”

— Anonymous “Talk to Us!” client

“As an entrepreneur with a disability it has been my extreme pleasure to be associated with the Canada–Saskatchewan Business Service Centre who have, over the years, made it a priority to respond to the needs of persons with disabilities. . . . [The] CSBSC has been instrumental in our community in providing the vital foundation for many individuals to successfully launch their business initiative.”

— Paul Major, AccessExperts Consulting

CBSC Governance and Collaborative Arrangements

Federal Lead Organizations

The CBSCs are managed on behalf of the federal government by Atlantic Canada Opportunities Agency, Canada Economic Development for Quebec Regions, Industry Canada and Western Economic Diversification Canada (see Figure 5).

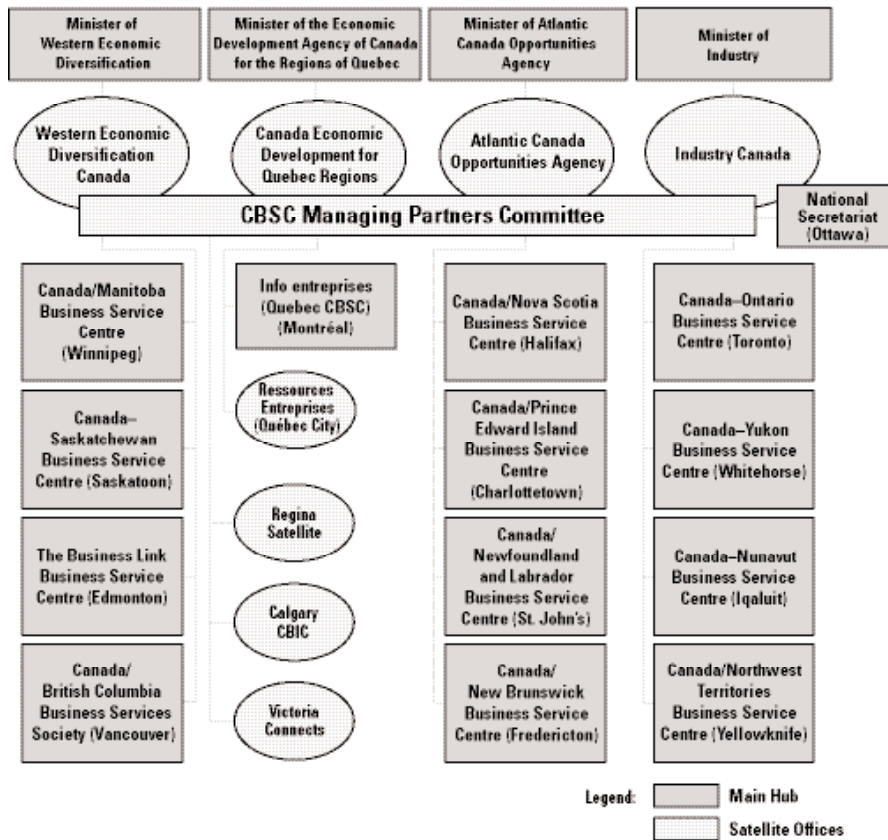
The lead organizations put forward a joint Treasury Board submission for approval of funding specifically for the operation of the CBSC initiative.

The lead organizations are responsible for ensuring compliance with all federal policies affecting program delivery in a collaborative environment, particularly policies on topics such as official languages, accessibility, access to information and privacy, federal identity and alternative service delivery.

The lead organizations also establish collaborative arrangements with other levels of government and other business service organizations, and co-manage the CBSCs in the context of these agreements. The main aims of collaborative arrangements are to:

- develop and invest in an integrated database on programs, services and compliance requirements, and a set of tools that encourage good business planning and market research; and
- share costs of delivering an information service for business across all modes of access (telephone, in-person and Web-based), with the focus on government programs, services and compliance.

Figure 5: CBSC Organizational Structure



CBSC National Secretariat

With input from the federal lead organizations, the National Secretariat supports the CBSCs in a variety of ways. In organizational terms, the National Secretariat is part of the Chief Information Office at Industry Canada, primarily because CBSCs use the Industry Canada network and adhere to the general information technology (IT) infrastructure standards of the Department. Industry Canada’s substantial IT investments make this a very cost-effective way to operate a national network, and they ensure that CBSCs provide a consistent information service across the country. The Secretariat has service-level agreements with each CBSC for the provision of IT services.

The Secretariat’s roles include:

- coordinating the network with federal partners and developing policies to promote a consistent national network operation;
- supporting information technology for applications and the CBSC Web site;
- managing federal information and core information collections (electronic and hard copy);
- coordinating special development projects; and
- supporting various committee structures.



Managers' Meeting in Northwest Territories

In June 2003, the Canada/Northwest Territories Business Service Centre hosted the CBSC Managers' Meeting in Yellowknife for the first time.



Open House at Info entreprises

During the 2003 open house, clients browse through the extensive business resources available at Info entreprises, which has relocated in the Montréal Board of Trade.

Decision Making

Federal Committees

The key federal committee is the CBSC Managing Partners Committee, composed of an Assistant Deputy Minister (ADM)-level representative from each of the four federal lead organizations. This committee supplies the strategic and operational direction to preserve and enhance the federal objectives of the CBSC initiative. It also provides a forum in which to discuss local changes of strategic significance to the CBSC service delivery model, and to decide on how to proceed. Since CBSC operations are now ongoing, the ADM committee meets only once a year; more frequent discussions take place at meetings of a committee composed of Directors General. Many of the committees' activities and functions are delegated to the National Secretariat.

Operational Committees

In a decentralized and collaborative environment, part of the challenge is to establish communications channels that allow stakeholders to fully participate in major operational decisions and to reach consensus on them. The national operational committees set up for various purposes have proven very useful. They provide forums for defining core services, identifying potential new services or products, and developing national standards without impeding local innovation and creativity. They give the CBSCs opportunities to collaborate and share best practices.

Collaborative Arrangements

Business services, programs and regulatory roles are shared between many departments and agencies and all levels of government. A complete answer to a business question almost always requires information from various sources. Having collaborative arrangements with provinces/territories, and in some cases municipal and not-for-profit organizations, the CBSCs can focus on the client by bringing all information together in one place. Many of these arrangements have been in place since the beginning of the initiative and have been successfully renewed more than once. In 2003–04, new not-for-profit organizations ensured collaboration in Quebec, British Columbia and Alberta. Like the Yukon Chamber of Commerce, these organizations have a contractual arrangement with both the federal and provincial/territorial lead organizations to deliver business information services.

The arrangements respond to different opportunities for collaboration across the country, and take various forms (see Figure 6).

Figure 6: Types of Collaborative Arrangements

Formal agreements with governments of:

- Ontario
- Newfoundland and Labrador
- Nunavut
- Manitoba
- Northwest Territories
- Saskatchewan

Contractual agreements with:

- Yukon Chamber of Commerce
- The Business Link (not-for-profit, provincially registered corporation, Alberta)
- Canada/British Columbia Business Services Society (incorporated under the British Columbia *Society Act*)
- Info entreprises (subsidiary of Montréal Board of Trade)

Administrative cost-sharing arrangements and co-locations in:

- Nova Scotia
- Prince Edward Island
- New Brunswick

Promoting Canadian Entrepreneurship

Canada is a country of small and medium-sized businesses and self-employed entrepreneurs. The sector has been credited with job creation, resilience to economic downturns and world market shifts, and capacity for rapid innovation.² Canada has one of the world's fairest marketplace environments and one of the most business-friendly regulatory regimes. According to a recent study of the regulations governing start-up of a new business in 75 countries, Canada has the fewest procedures, speediest process and lowest cost required.³

The result is that over the past two years, more than 25 000 small businesses began operations in Canada — an impressive performance, and all the more because it occurred in a time of robust labour market activity. As the Canadian population ages, start-up growth should continue to be strong. Add to this the impact of new technology and the Internet, making self-employment more feasible, and we should see more than 100 000 Canadians setting up shop over the next five years.⁴

CBSCs undertake a broad range of activities to foster entrepreneurship and make sure that entrepreneurs know about government programs, services and regulations, as well as the assistance available through the CBSCs themselves.

2. Benjamin Tal, *Small Business Today and Tomorrow*, CIBC World Markets, 2002.

3. Simeon Djankov et al., "The Regulation of Entry," Harvard Institute of Economic Research Paper No. 1904, KSG Working Paper No. 01-015, December 2000.

4. *Start Me Up: A Look at New Entrepreneurs in Canada*, CIBC World Markets, 2004.



Saskatchewan Guest Advisor Program

The Canada–Saskatchewan Business Service Centre's Guest Advisor Program gives entrepreneurs access to the knowledge and expertise of local accountants, bankers and lawyers. In a 20-minute session, an entrepreneur can obtain free advice on legal, financial or other business matters. Appointments are set up for one day a week, with a different professional service offered every week. Launched in November 2003, the program has surpassed expectations. Already 75 entrepreneurs have made use of it, and the entire current year is booked with professionals who have volunteered to lend their expertise.



E-Newsletters

More and more CBSCs are turning to electronic newsletters to keep clients and intermediaries informed, including about upcoming events. To date, Alberta, Nova Scotia, Manitoba and Saskatchewan have started e-newsletter programs. Clients register through the region's Web site. In Alberta, The Business Link was the first CBSC to create such a newsletter and as of 2003–04 had published 24 monthly issues of *E-News!* Readership continues to grow, with more than 2500 subscriptions.



Newfoundland and Labrador Business Information Expo

The Canada/Newfoundland and Labrador Business Service Centre organized a Business Information Expo on October 22, 2003. This carried on the success of the now-concluded InfoFair series, aimed at small and medium-sized businesses. Close to 20 federal/provincial government departments and agencies, as well as private-sector organizations, participated, offering displays and workshop presentations on business-related topics. Nearly 200 people attended the event, which was held during Small Business Week®.



British Columbia Business Plan Contest

In 2003, the response was overwhelming when the Canada/British Columbia Business Services Society announced that it was hosting a business plan contest with several partners. A large number of entrepreneurs submitted their plans, representing various regions of the province, as well as sectors like manufacturing, tourism, education, technology, creative health care, retailing and services. The five winners were announced in October 2003.

Outreach Activities

Trade Shows — All CBSCs go on location to reach potential clients in various ways. Trade shows are excellent opportunities to focus on specific client groupings, such as home-based businesses, or on specific sectors. Information booths at conferences can help target women, Aboriginal or young entrepreneurs.

Electronic Outreach — CBSCs use Web sites to promote events of interest or networking opportunities to the business community. Several CBSCs also offer an electronic newsletter for subscribers in their province or territory.

Inreach — To highlight the complete range of business services available, CBSCs and their regional access partners host events such as lunchtime information sessions, seminars on specific topics, access to guest advisors (accountants, lawyers), open houses and tours by business school groups.

Support for Business Events

Small Business Week® — CBSCs have always contributed in some way to local events for the Business Development Bank of Canada's Small Business Week®. In 2003–04, the CBSC collaboration was more structured than previously. Every CBSC sponsored activities, and promoted the week's events and the Young Entrepreneur Awards. Their contribution helped ensure the overall success of this week-long celebration of small business.

World Intellectual Property Day — CBSCs joined with the Canadian Intellectual Property Office to promote awareness of intellectual property management issues.

Competitions and Awards

Business plan competitions have been run by open invitation. They encourage attention to business planning processes and tools.

Budget Overview

The CBSCs were funded for a five-year period from 1999–2000 to 2003–04 inclusive, under the Building a More Innovative Economy program (see Figure 7). In the fifth and most recent year, funding was \$1 million lower than in 2001–02, necessitating some cutbacks in activities and postponed investments.

Figure 7: CBSC Five-year Funding by Partner

(\$000 rounded)

| Partner | 1999–2000 | 2000–01 | 2001–02 | 2002–03 | 2003–04 | Total |
|------------------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Atlantic Canada Opportunities Agency | 2 802 | 2 633 | 2 633 | 2 633 | 2 503 | 13 204 |
| Western Economic Diversification Canada | 4 307 | 3 983 | 3 983 | 3 983 | 3 632 | 19 888 |
| Canada Economic Development for Quebec Regions | 2 059 | 1 881 | 1 881 | 1 881 | 1 687 | 9 389 |
| Industry Canada — CBSCs | 3 092 | 2 836 | 2 836 | 2 836 | 2 681 | 14 281 |
| Industry Canada — National Secretariat | 3 740 | 3 667 | 3 667 | 3 667 | 3 497 | 18 238 |
| Total | 16 000 | 15 000 | 15 000 | 15 000 | 14 000 | 75 000 |

However, under the Government On-Line initiative, the CBSCs were able to secure funds for the development of specific online products now featured on **BusinessGateway.ca**

Significant efforts went into ensuring a timely renewal of funding beyond March 2004, to avoid disruptions. The efforts were successful and funding was renewed for the years 2004–05 and 2005–06 at the same level, averaging \$15 million per year over 11 years of the program.



Info enterprises Client Testimonial

For as long as he can remember, Marc Merulla has dreamed of starting his own adventure tourism business. He was referred to Info enterprises when working on a business plan. “The Info enterprises staff helped my partner and me to navigate through their rich resource of information, enabling us to complete our business plan and obtain much-needed financing,” says Merulla. That, he feels, helped turn H₂O Adventures into a success.

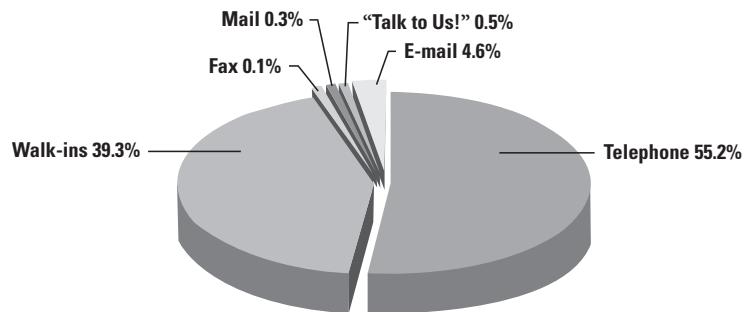
Accomplishments — 2003–04 Performance Report

Volume of Business

The CBSCs measure the bulk of their work in terms of client interaction volume as an indicator of demand. An interaction is a contact initiated by a client through any service delivery channel. Interactions vary in length; they can involve one or many questions, be self-serve or be assisted by one or several officers. A national tracking system provides central, regional and Canada-wide performance monitoring. The system also captures basic descriptive information about interactions, providing insight on CBSC clients and their information needs.

During 2003–04, the CBSC network experienced a 23.1 percent increase in total interactions across all service delivery channels. Figures 8 and 9 summarize the national volume of client interactions in the officer-assisted and self-serve channels.

Figure 8: Volume of Officer-assisted Client Interactions, 2003–04

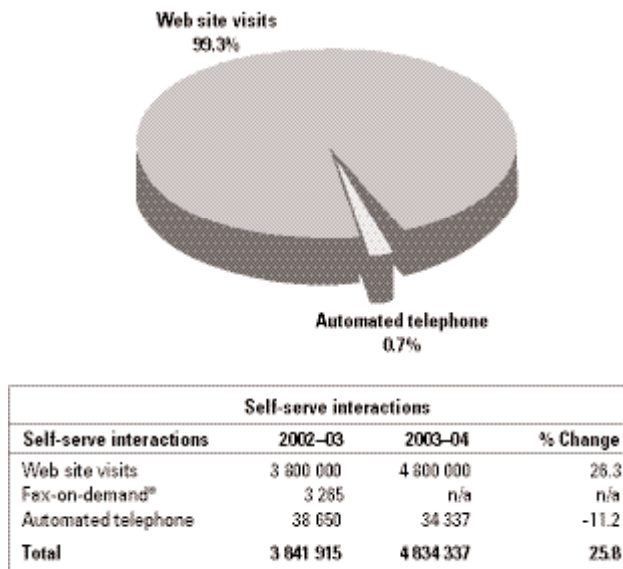


| Officer-assisted interactions | | | |
|-------------------------------|----------------|----------------|-------------|
| Channel | 2002–03 | 2003–04 | % Change |
| Telephone | 168 779 | 159 632 | -5.4 |
| Walk-ins | 140 178 | 118 685 | -15.3 |
| E-mail | 11 846 | 13 544 | 14.3 |
| “Talk to Us!” | 2 063 | 1 499 | -27.3 |
| Mail | 900 | 830 | -7.8 |
| Fax | 422 | 333 | -21.1 |
| Total | 324 188 | 294 523 | -9.2 |

Officer-assisted modes of access (see Figure 8) involve an interaction between a client and a business information officer. Interactions include in-person, telephone, e-mail, fax, postal mail and “Talk to Us!” sessions. Of the total number of client interactions in 2003–04, 294 523 were handled by business information officers, representing a 9.2 percent decline in officer-assisted interactions from the previous year. While overall officer-assisted modes of service decreased, e-mail interactions increased by 14.3 percent.

Figure 9 confirms the rise in self-serve interactions in 2003–04, showing an overall increase of 25.8 percent from the previous year. Included are Web site visits and automated telephone system queries. In total, CBSC Web sites received over 4.8 million visits in 2003–04 — a 26.3 percent increase over the previous year.

Figure 9: Volume of Self-serve Client Interactions, 2003–04



* Fax-on-demand service was discontinued in November 2002.

Increasingly, clients are choosing to interact with the CBSCs through electronic service delivery channels. Within this category fall both interaction channels that posted growth in 2003–04: Web site visits and e-mail. The shift in service modes is consistent with trends experienced by other government service providers in recent years. A 2002 Ekos study⁵ found that Canadians’ leading reason for accessing government Web sites (accounting for 80 percent of visits) was to obtain information. It follows that an organization such as the CBSC network, which is primarily an information provider, would see an increase in Internet traffic.

The questions presented to business information officers are changing as more clients do basic research on the Internet. Now staff must themselves frequently undertake in-depth research to find precise responses. The number of calls or e-mails back to clients is increasing.

5. *Rethinking the Information Highway.*

Internet Server Availability

In 2003–04, CBSC servers were available 97.15 percent of the time — including the period of the August blackout, when government offices in Ottawa had no electricity for over a week.

WebTrends

The CBSCs utilize WebTrends to monitor Web site traffic. The data provide insight into how clients interact with CBSC Web sites. For example, the total number of pages viewed in 2003–04 was 27 075 706, for an average of 5.64 pages per visitor. The average visit lasts 15.56 minutes. A significant proportion of visits (40.8 percent) are unreferrred, meaning that individuals are either typing the URL directly into their browser's address bar or have a CBSC page set as their home page. The most common searches concern business planning.

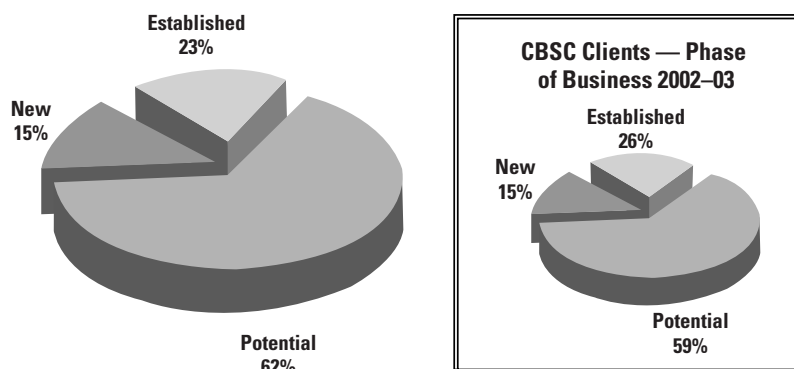
Visits show a fairly even distribution over the year, with a small drop in the summer months (especially August), and peaks in March (when entrepreneurs may be seeking tax information) and October. CBSC Web sites receive visits mostly during weekdays.

Client Profile

In 2003–04, the CBSC client profile was consistent with that of previous years.

The largest group of clients was again those in the potential (i.e. aspiring or start-up) phase, growing by almost 3 percent from 2002–03 (see Figure 10). The growth rate for the group was 5 percent in the Western provinces, particularly Alberta and British Columbia, in line with the generally robust economic performance of this part of the country.⁶ In contrast, the number of start-ups decreased by 5 percent in Quebec, perhaps reflecting a strong demand for regular employment in that province over the past few years.⁷ See the Appendixes for details.

Figure 10: CBSC Clients — Phase of Business 2003–04

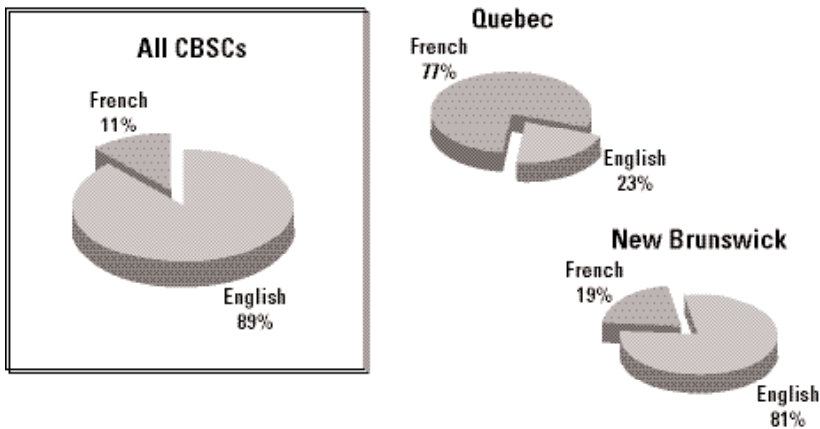


6. *Start Me Up: A Look at New Entrepreneurs in Canada*, CIBC World Markets, 2004.

7. *Ibid.*

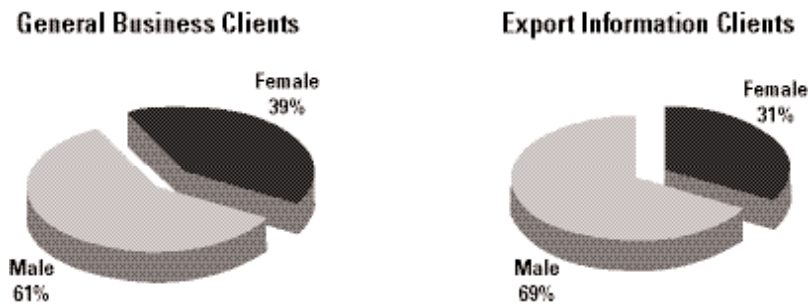
Figure 11 shows the proportion of clients requesting service in each official language in officer-assisted modes of access. Nationwide, the proportion changed little from 2002–03, with 11 percent of clients requesting service in French and 89 percent requesting service in English in 2003–04. Details are provided for Quebec and New Brunswick, where the percentage distribution significantly affects the national average. On average, demand for service in the minority official language in all other provinces/territories is about 1 percent.

Figure 11: CBSC Clients — Language of Service



The client gender profile in 2003–04 (see Figure 12) also showed little variance from the previous year; 61 percent of CBSC clients were male in 2003–04, while 39 percent were female. It is interesting to note that the gender split differs by 8 percent between general business clients and export information clients. This appears to suggest a lower propensity for female entrepreneurs to explore exporting options.

Figure 12: CBSC Clients — Gender Profile



Focus: In-person Service Client Profile

During 2002–03, a study used a touch-screen computer to gather data from across the CBSC network.

- The study found a fairly balanced gender distribution: 55.6 percent males and 44.4 percent females.
- The study found that 82.4 percent of clients had done some form of post-secondary education.
- The study also found that 76.0 percent of clients had been in business for at least a year or more.
- Last, the study found that the vast majority of clients who accessed in-person services (87.7 percent) were from 18 to 50 years old.

The visits to a CBSC often include using the business library to undertake in-depth research on topics such as starting a business, business planning and market research.

Special Services

Export Information Service

In 2003–04, the CBSCs answered 11 165 calls on behalf of the Team Canada Inc toll-free line — a 14.2 percent decline from the previous year. Another 2238 trade-related calls were transferred to the CBSCs from the Department of Foreign Affairs and International Trade, giving a total of 13 403 trade-related calls that were answered.

Export-ready clients or active exporters accounted for 51.9 percent of export inquiries in the past fiscal year, a drop from 56.7 percent in 2002–03. Potential exporters accounted for 48.1 percent of inquiries, up 4.8 percent from the preceding year.

Yet again, the most sought-after information in 2003–04 related to regulations, logistics and tariffs, accounting for 40.1 percent of inquiries. In second place was information on export start-up, the subject of 22.7 percent of inquiries. Demand for information on financing continued to rise, accounting for 15.0 percent of inquiries — up from 14.2 percent in 2002–03.

The number of new businesses seeking exporting assistance rose, while clients in established businesses declined from 56.4 percent in 2002–03 to 50.5 percent in the past year.

National Initiatives

CBSC “Contact Us” User Support

As part of an alignment strategy, the CBSC network offers a comprehensive user support service to various Government On-Line partners that target a similar business audience. The service distributes all user support requests to regional CBSCs. The full support suite includes toll-free telephone and fax service, TTY service, e-mail, in-person referrals and the “Talk to Us!” interactive service. Partners benefit from a proven network that provides high-quality service to business, and they receive customized feedback reports. To date, the CBSC network has provided user support to the ExportSource and **BusinessGateway.ca** Web sites. Negotiations are under way to add two new clients during 2004–05.

CBSC–BusinessGateway.ca Alignment

A particular focus in 2003–04 was close collaboration with **BusinessGateway.ca**. Activities included joint marketing in the form of brochures and a newly designed booth for national trade shows. The joint messaging featured common contact information:

- Call** 1 888 576-4444 (TTY: 1 800 457-8466)
(CBSC national toll-free lines)
- Click** **BusinessGateway.ca** or
- Visit** Canada Business Service Centres

This undertaking marks the beginning of greater collaboration between **BusinessGateway.ca** and the CBSC network. Future efforts will seek to integrate the best elements of both Web sites into a single portal serving Canadian businesses.

Regulations

The CBSCs are currently exploring what work needs to be done to ensure the availability of a consistent level of information in all provinces and territories. Interviews being conducted with stakeholders and a survey on the CBSC Web site examine how clients would like regulatory information to be provided. The research will determine whether changes are required to the way we currently answer questions from Canadian entrepreneurs on regulatory matters.



CBSC/BusinessGateway.ca Joint Marketing

For the past year, **BusinessGateway.ca** and the CBSC network have co-promoted their combined service offerings, issuing a multi-channel invitation: “Call, Click, Visit.” Canadian entrepreneurs have appreciated the message’s simplicity and clarity.



CMS Training

Content developers and Web administrators from across the CBSC network come to the National Secretariat in Ottawa to receive training on the new Content Management System.

Technology

Several initiatives are under way to modernize the CBSC network's information management/information technology infrastructure:

The **CBSC portal** will become the main Web-based desktop entry point for staff to access and interact with applications, content, tools, services and each other. It will provide users with an integrated work environment (E-workplace). This is a complex project requiring integration of the portal with many CBSC repositories of information, applications, e-mail, services and Web sites. In addition, the portal will offer its own services, such as online collaboration and online team meetings.

The **Content Management System** will handle CBSC Web publishing, from creation to publication, using features such as workflow for business processes. The system will streamline the Web publishing process, reduce the number of servers required and create significant maintenance efficiencies for the network.

The **Multi-Channel Service Delivery Assistant** will be a fully integrated suite of Web-based tools for multi-channel client service delivery. It will allow all CBSC officers to enter and capture data in one system, no matter which channel is used to serve clients. This new application integrates the current client service system with key applications such as "Talk to Us!" and the Content Management System. It will allow information officers to search, view, print, save, e-mail, fax and mail information from the CBSC Content Management System, **BusinessGateway.ca**, ExportSource, and other CBSC content repositories and licensed resources. The Assistant will feature an automated reporting module for statistics on CBSC services, partnership services and information delivered to clients. The launch of the Assistant is expected to coincide with the launch of the Content Management System.

Implementation of the Assistant will mark a change from the current method of tracking and reporting on client and partner information. Future annual reports will reflect this change.

Audits and Evaluations

National Summary of Evaluation Studies

During spring and summer 2002, the CBSC network conducted evaluation studies of individual centres and a national evaluation of the CBSC program. A summary of the evaluations was prepared during 2003–04. The National Summary of Evaluation Studies was used to support the recent request for policy renewal and the program's Treasury Board submission.

Analyses indicate a strong rationale for the continuation or expansion of CBSC services. Other business information sources exist but are fragmented: they either are not Canada-wide, do not provide multi-government information, are not free of charge, are not business-specific or are not multi-channel. In particular, national federal services such as Service Canada are better viewed as complements rather than alternatives to the CBSCs. By providing accessible, integrated services, CBSCs are seen as well aligned with the objectives of Government On-Line and citizen-centred service delivery.

By all reports, the CBSC program continues to be relevant and has been successful in achieving its intended outcomes. Since the previous cycle of evaluations in 1998, CBSC service delivery channels have evolved to keep pace with the increasing sophistication of clients. The evaluation results show strong client satisfaction with the growing number of Internet-based CBSC products, such as the Business Start-Up Assistant, the Interactive Business Planner and the Online Small Business Workshop. Feedback from partner organizations reflects the same strong satisfaction with the performance of individual centres. The majority of clients also report satisfaction with referrals made by the CBSCs.

The conclusions of the various evaluations agree that the CBSCs are delivering on their mandate to serve the needs of new and existing small and medium-sized enterprises (SMEs). Decisions are required on how best to reach the significant portion of this market not yet aware of the CBSCs, and whether (or how) to expand services to meet the growing expectations of increasingly sophisticated new and existing SMEs.

Canada–Ontario Business Service Centre Client Feedback Survey Results

In 2003–04, the Canada–Ontario Business Service Centre (COBSC) undertook a Client Feedback Survey. This built on a Client Needs Assessment Pilot conducted in 2002–03, which in turn was based on a November 2001 performance measurement strategy. The COBSC collaborated with the CBSC National Secretariat to revise questionnaires and incorporate the latest enhancements of common questions and client satisfaction measures.

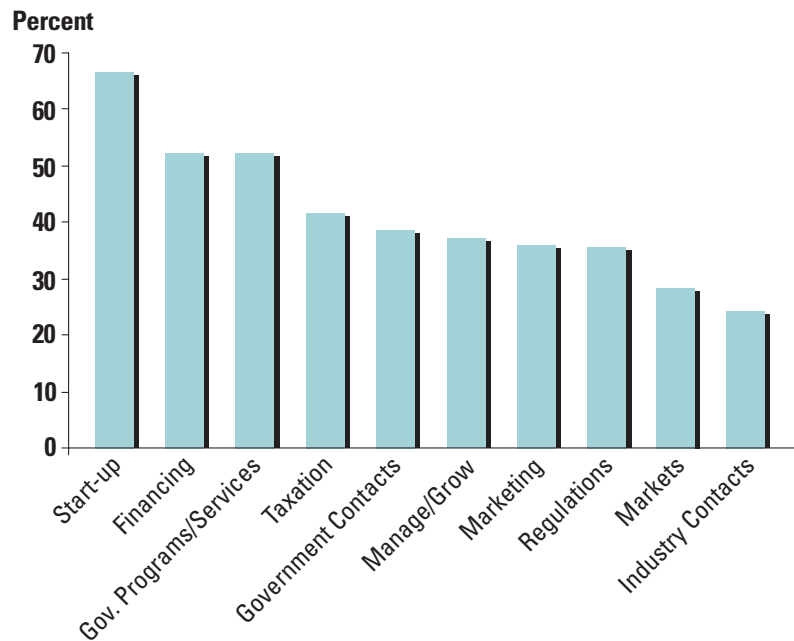


Manitoba — Trade Show

During 2003–04 the Canada/Manitoba Business Service Centre participated in numerous trade shows. Whether at the Winnipeg Convention Centre discussing business issues with corporate executives, at CanWest Global Park talking shop during “business and baseball” get-togethers or at events in rural Manitoba, centre staff will talk business anytime, anywhere!

The objectives of the survey were to profile the client base, and identify clients' information needs and their satisfaction with the COBSC service. More broadly, it is hoped that systematic gathering, maintenance and reporting of client-focused information will help facilitate management decision making. Figure 13 shows the top 10 information needs identified by survey respondents.

Figure 13: Top 10 Client Information Needs in Canada–Ontario Business Service Centre Survey



The needs identified correspond well with the topics on which information is currently available through the CBSC network.

Comments from Ontario Survey Respondents

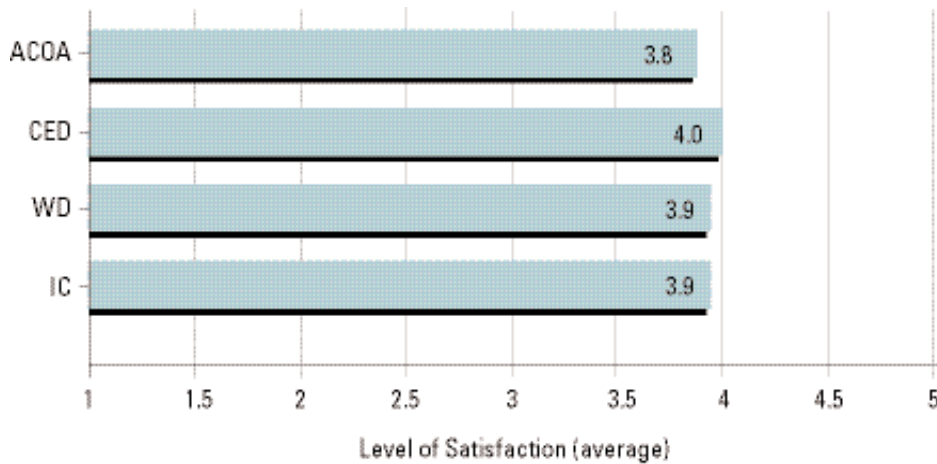
“I was relieved to find such a comprehensive and informative site — not only did I find what I was looking for, I also learned of other items that I required and until researching this site I was unaware of.”

“The COBSC Web site helped me in the right direction to get my business started. I will be referring to the Web site through start-up.”

CBSC Web Sites Pop-up Survey

A pop-up survey conducted on the CBSC Web sites provided insight into clients' satisfaction levels. Figure 14 shows the overall satisfaction level by managing region (Atlantic Canada Opportunities Agency, Canada Economic Development for Quebec Regions, Western Economic Diversification Canada and Industry Canada), based on a scale from 1 (lowest) to 5 (highest satisfaction level).

Figure 14: Overall Satisfaction with Web Site



Interactive Business Planner Online Survey

The Interactive Business Planner maintains an ongoing feedback mechanism. Data collected since 1999 show that 91.8 percent of survey participants considered the Planner useful in creating a business plan, and 97.1 percent said they would use it again or recommend it to someone else. Reasons for using the Planner varied: 71.3 percent of respondents mentioned that they used it for starting a new business, 15.9 percent for an existing business, 9 percent as part of a course and 3.8 percent for other reasons.

"I came into this project 'green.' I had never seen a business plan before, and was very concerned about my ability to figure out how to make my own after having researched them a bit. This template was the perfect vehicle to get me started."

— IBP survey respondent



Manitoba — ABSN Booth

The Aboriginal Business Service Network booth provides information for Manitoba Aboriginal entrepreneurs.

Summary of 2003–04 Highlights

In 2003–04, the CBSCs continued to provide timely, accurate and relevant business-related information to small businesses in Canada.

- The Business Information System continued to offer bilingual, up-to-date information on federal programs, services and regulations in 1100 federal documents, and provincial/territorial business-related information in 2237 documents. Three new “How to Start” guides were added to the national collection.
- Service continued to be offered according to the clients’ choice of assisted or self-serve channels:
 - Business information officers respond to business inquiries by telephone, in person, and by fax, TTY, e-mail and “Talk to Us!”
 - Clients obtain information through the CBSC Web site and its online products, such as the Interactive Business Planner and the Business Start-Up Assistant, as well as through Interactive Voice Response Systems in selected regions.
- The CBSCs continued to support regional entrepreneurs through the extended network of 356 regional access partners.
- The CBSCs also offered special services:
 - The Aboriginal Business Service Network addresses the needs of the Aboriginal business community.
 - The CBSCs operate the Team Canada Inc Export Information Service (a toll-free telephone service for export inquiries). The CBSCs answered an average of 930 trade-related calls per month in 2003–04.
- To align their products and services with larger government service delivery initiatives, such as Government On-Line, the CBSCs built on a valuable asset — their business information officers — and improved their Web-based services. Following are three examples:
 - On behalf of **BusinessGateway.ca**, the CBSC network now responds to “Contact Us” inquiries through all channels of communication.
 - A massive overhaul is improving the already popular Interactive Business Planner.
 - A new version of the Business Start-Up Assistant was launched in late 2003–04, with enhanced features and two new audience segments targeting women and youth. A key component of the **BusinessGateway.ca** site, the Assistant remains one of the information clusters attracting the most visits.
- Significant work is under way to enhance the network’s overall IT infrastructure. This includes development of a new Content Management System and an accompanying Multi-Channel Service Delivery Assistant.
- The CBSCs’ electronic service delivery again rose significantly over the preceding year. Internet visits increased by 26.3 percent in 2003–04, and e-mail interactions rose by 14.3 percent.
- The CBSC network received the 2004 United Nations Public Service Award.

Appendix I: Atlantic Canada Opportunities Agency

CBSCs: Newfoundland and Labrador, Prince Edward Island, New Brunswick,
Nova Scotia

PART 1 — Client Volumes

Table 1 — Client Volumes

Officer-assisted interactions

| | 2002–03 | % | 2003–04 | % | Difference | % Change |
|----------------------------------|---------------|--------------|---------------|--------------|---------------|--------------|
| Telephone calls | 25 262 | 64.7 | 20 968 | 64.1 | -4 294 | -17.0 |
| Walk-ins | 9 490 | 24.3 | 8 750 | 26.8 | -740 | -7.8 |
| E-mail | 3 042 | 7.8 | 2 116 | 6.5 | -926 | -30.4 |
| “Talk to Us!” | 623 | 1.6 | 307 | 0.9 | -316 | -50.7 |
| Mail | 498 | 1.3 | 470 | 1.4 | -28 | -5.6 |
| Fax | 106 | 0.3 | 78 | 0.2 | -28 | -26.4 |
| Subtotal Officer-assisted | 39 021 | 100.0 | 32 689 | 100.0 | -6 332 | -16.2 |

Self-serve interactions

| | 2002–03 | % | 2003–04 | % | Difference | % Change |
|----------------------------|----------------|--------------|----------------|--------------|----------------|-------------|
| Web site visits | 426 683 | 99.95 | 660 609 | 100.0 | 233 926 | 54.8 |
| Fax-on-demand* | 207 | 0.05 | n/a | n/a | n/a | n/a |
| Automated telephone | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Subtotal Self-serve | 426 890 | 100.0 | 660 609 | 100.0 | 233 719 | 54.7 |

| Total Interactions | 2002–03 | | 2003–04 | | Difference | % Change |
|---------------------------|----------------|--|----------------|--|-------------------|-----------------|
| | 465 911 | | 693 298 | | 227 387 | 48.8 |

* Fax-on-demand service was discontinued in November 2002.

Definitions:

Assisted modes of access involve an interaction between the client and a CBSC business information officer.

Self-serve are modes by which clients can serve themselves, either via the Internet (Web visits, and Interactive Business Planner and Business Start-Up Assistant sessions) or through an automated telephone system (IVRS).

The CBSC Web statistics (Web visits, and Interactive Business Planner and Business Start-Up Assistant sessions) are reported nationally only.

Note:

Figures for 2003–2004 do not add up to 100% due to rounding.

PART 2 — Other Indicators**Table 2 — Client Gender**

| | 2003–04 (%) | 2002–03 (%) | % Change |
|--------|----------------|----------------|----------|
| Male | 53.19 | 54.57 | -1.38 |
| Female | 45.26 | 44.46 | 0.79 |

Table 3 — Language of Service

| | 2003–04 (%) | 2002–03 (%) | % Change |
|---------|----------------|----------------|----------|
| English | 93.27 | 92.99 | 0.28 |
| French | 6.73 | 7.01 | -0.28 |

Table 4 — Business Phase

| | 2003–04 (%) | 2002–03 (%) | % Change |
|-------------|----------------|----------------|----------|
| Potential | 69.72 | 68.08 | 1.63 |
| New | 6.93 | 8.22 | -1.29 |
| Established | 23.35 | 23.70 | -0.35 |

Definitions:

Potential businesses are not yet in operation and have not yet been registered but may come into being. Businesses that are still at the conceptual stage are included in this definition.

New businesses have been operational (and/or registered) for less than a year.

Established businesses have been operational (and/or registered) for one year or more.

Note:

Figures for 2003–2004 do not add up to 100% due to rounding.

PART 3 — Special Services**Table 5 — Team Canada Inc Activity**

| | Number of Calls | | | % Change |
|-----------|-----------------|---------|------------|----------|
| | 2003–04 | 2002–03 | Difference | |
| Telephone | 640 | 763 | -123 | -19.2 |

Note:

The Team Canada Inc statistics do not include any of the trade call transfers from the Department of Foreign Affairs and International Trade to the CBSCs because a provincial/territorial breakdown is not available.

Appendix II: Canada Economic Development for Quebec Regions

CBSC: Quebec

PART 1 — Client Volumes

Table 1 — Client Volumes

Officer-assisted interactions

| | 2002–03 | % | 2003–04 | % | Difference | % Change |
|----------------------------------|---------------|--------------|---------------|--------------|---------------|-------------|
| Telephone calls | 26 268 | 71.9 | 24 487 | 72.7 | -1 781 | -6.8 |
| Walk-ins | 8 579 | 23.5 | 7 414 | 22.0 | -1 165 | -13.6 |
| E-mail | 1 196 | 3.3 | 1 355 | 4.0 | 159 | 13.3 |
| “Talk to Us!” | 370 | 1.0 | 223 | 0.7 | -147 | -39.7 |
| Mail | 29 | 0.1 | 63 | 0.2 | 34 | 117.2 |
| Fax | 104 | 0.3 | 134 | 0.4 | 30 | 28.8 |
| Subtotal Officer-assisted | 36 546 | 100.0 | 33 676 | 100.0 | -2 870 | -7.9 |

Self-serve interactions

| | 2002–03 | % | 2003–04 | % | Difference | % Change |
|----------------------------|----------------|--------------|----------------|--------------|---------------|-------------|
| Web site visits | 501 267 | 97.9 | 577 123 | 98.4 | 75 856 | 15.1 |
| Fax-on-demand* | 690 | 0.1 | n/a | n/a | n/a | n/a |
| Automated telephone | 10 227 | 2.0 | 9 581 | 1.6 | -646 | -6.3 |
| Subtotal Self-serve | 512 184 | 100.0 | 586 704 | 100.0 | 74 520 | 14.5 |

| Total Interactions | 2002–03 | 2003–04 | Difference | % Change |
|---------------------------|----------------|----------------|-------------------|-----------------|
| | 548 730 | 620 380 | 71 650 | 13.1 |

* Fax-on-demand service was discontinued in November 2002.

Definitions:

Assisted modes of access involve an interaction between the client and a CBSC business information officer.

Self-serve are modes by which clients can serve themselves, either via the Internet (Web visits, and Interactive Business Planner and Business Start-Up Assistant sessions) or through an automated telephone system (IVRS).

The CBSC Web statistics (Web visits, and Interactive Business Planner and Business Start-Up Assistant sessions) are reported nationally only.

Note:

Figures for 2003–2004 do not add up to 100% due to rounding.

PART 2 — Other Indicators**Table 2 — Client Gender**

| | 2003–04 (%) | 2002–03 (%) | % Change |
|--------|----------------|----------------|----------|
| Male | 61.19 | 63.19 | -2.00 |
| Female | 36.98 | 35.56 | 1.42 |

Table 3 — Language of Service

| | 2003–04 (%) | 2002–03 (%) | % Change |
|---------|----------------|----------------|----------|
| English | 22.52 | 21.95 | 0.57 |
| French | 77.48 | 78.05 | -0.57 |

Table 4 — Business Phase

| | 2003–04 (%) | 2002–03 (%) | % Change |
|-------------|----------------|----------------|----------|
| Potential | 51.59 | 56.76 | -5.17 |
| New | 7.95 | 6.81 | 1.14 |
| Established | 40.46 | 36.43 | 4.04 |

Definitions:

Potential businesses are not yet in operation and have not yet been registered but may come into being. Businesses that are still at the conceptual stage are included in this definition.

New businesses have been operational (and/or registered) for less than a year.

Established businesses have been operational (and/or registered) for one year or more.

Note:

Figures for 2003–2004 do not add up to 100% due to rounding.

PART 3 — Special Services**Table 5 — Team Canada Inc Activity**

| | Number of Calls | | | % Change |
|-----------|-----------------|---------|------------|----------|
| | 2003–04 | 2002–03 | Difference | |
| Telephone | 2995 | 3200 | -205 | -6.8 |

Note:

The Team Canada Inc statistics do not include any of the trade call transfers from the Department of Foreign Affairs and International Trade to the CBSCs because a provincial/territorial breakdown is not available.

Appendix III: Industry Canada

CBSCs: Ontario, Northwest Territories, Yukon Territory, Nunavut

PART 1 — Client Volumes

Table 1 — Client Volumes

Officer-assisted interactions

| | 2002–03 | % | 2003–04 | % | Difference | % Change |
|----------------------------------|---------------|--------------|---------------|--------------|-------------|-------------|
| Telephone calls | 45 028 | 89.6 | 43 755 | 88.2 | -1 273 | -2.8 |
| Walk-ins | 844 | 1.7 | 581 | 1.2 | -263 | -31.2 |
| E-mail | 3 574 | 7.1 | 4 378 | 8.8 | 804 | 22.5 |
| “Talk to Us!” | 673 | 1.3 | 674 | 1.4 | 1 | 0.1 |
| Mail | 80 | 0.2 | 70 | 0.1 | -10 | -12.5 |
| Fax | 33 | 0.1 | 149 | 0.3 | 116 | 351.5 |
| Subtotal Officer-assisted | 50 232 | 100.0 | 49 607 | 100.0 | -625 | -1.2 |

Self-serve interactions

| | 2002–03 | % | 2003–04 | % | Difference | % Change |
|----------------------------|----------------|--------------|----------------|--------------|----------------|-------------|
| Web site visits | 626 465 | 98.0 | 786 877 | 98.9 | 160 412 | 25.6 |
| Fax-on-demand* | 1 195 | 0.2 | n/a | n/a | n/a | n/a |
| Automated telephone | 11 500 | 1.8 | 8 976 | 1.1 | -2 524 | -21.9 |
| Subtotal Self-serve | 639 160 | 100.0 | 795 853 | 100.0 | 156 693 | 24.5 |

| Total Interactions | 2002–03 | | 2003–04 | | Difference | % Change |
|---------------------------|----------------|--|----------------|--|-------------------|-----------------|
| | 689 392 | | 845 460 | | 156 068 | 22.6 |

* Fax-on-demand service was discontinued in November 2002.

Definitions:

Assisted modes of access involve an interaction between the client and a CBSC business information officer.

Self-serve are modes by which clients can serve themselves, either via the Internet (Web visits, and Interactive Business Planner and Business Start-Up Assistant sessions) or through an automated telephone system (IVRS).

The CBSC Web statistics (Web visits, and Interactive Business Planner and Business Start-Up Assistant sessions) are reported nationally only.

Note:

Figures for 2003–2004 do not add up to 100% due to rounding.



Serving Remote Locations

Particularly in the North, CBSCs may face the challenge of serving vast areas with remote communities. The centres make the most of their small staff, and rely on their networks to reach rural clients and raise awareness of CBSC services.

PART 2 — Other Indicators**Table 2 — Client Gender**

| | 2003–04 (%) | 2002–03 (%) | % Change |
|--------|----------------|----------------|----------|
| Male | 54.65 | 54.69 | -0.03 |
| Female | 43.48 | 43.21 | 0.27 |

Table 3 — Language of Service

| | 2003–04 (%) | 2002–03 (%) | % Change |
|---------|----------------|----------------|----------|
| English | 98.80 | 98.62 | 0.17 |
| French | 1.20 | 1.38 | -0.17 |

Table 4 — Business Phase

| | 2003–04 (%) | 2002–03 (%) | % Change |
|-------------|----------------|----------------|----------|
| Potential | 57.47 | 55.94 | 1.53 |
| New | 15.08 | 11.62 | 3.46 |
| Established | 27.44 | 32.44 | -4.99 |

Definitions:

Potential businesses are not yet in operation and have not yet been registered but may come into being. Businesses that are still at the conceptual stage are included in this definition.

New businesses have been operational (and/or registered) for less than a year.

Established businesses have been operational (and/or registered) for one year or more.

Note:

Figures for 2003–2004 do not add up to 100% due to rounding.

PART 3 — Special Services**Table 5 — Team Canada Inc Activity**

| | Number of Calls | | | % Change |
|-----------|-----------------|---------|------------|----------|
| | 2003–04 | 2002–03 | Difference | |
| Telephone | 4425 | 5456 | -1031 | -23.3 |

Note:

The Team Canada Inc statistics do not include any of the trade call transfers from the Department of Foreign Affairs and International Trade to the CBSCs because a provincial/territorial breakdown is not available.

Appendix IV: Western Economic Diversification Canada

CBSCs: British Columbia, Alberta, Saskatchewan, Manitoba

PART 1 — Client Volumes

Table 1 — Client Volumes

Officer-assisted interactions

| | 2002–03 | % | 2003–04 | % | Difference | % Change |
|----------------------------------|----------------|--------------|----------------|--------------|----------------|--------------|
| Telephone calls | 72 241 | 36.3 | 70 422 | 39.4 | -1 819 | -2.5 |
| Walk-ins | 121 265 | 61.0 | 101 940 | 57.1 | -19 325 | -15.9 |
| E-mail | 4 570 | 2.3 | 5 695 | 3.2 | 1 125 | 24.6 |
| “Talk to Us!” | 397 | 0.2 | 295 | 0.2 | -102 | -25.7 |
| Mail | 293 | 0.1 | 227 | 0.1 | -66 | -22.5 |
| Fax | 179 | 0.1 | 100 | 0.1 | -79 | -44.1 |
| Subtotal Officer-assisted | 198 945 | 100.0 | 178 679 | 100.0 | -20 266 | -10.2 |

Self-serve interactions

| | 2002–03 | % | 2003–04 | % | Difference | % Change |
|----------------------------|------------------|--------------|------------------|--------------|----------------|-------------|
| Web site visits | 1 440 300 | 98.8 | 2 035 561 | 99.2 | 595 261 | 41.3 |
| Fax-on-demand* | 1 173 | 0.1 | n/a | n/a | n/a | n/a |
| Automated telephone | 16 923 | 1.2 | 15 780 | 0.8 | -1 143 | -6.8 |
| Subtotal Self-serve | 1 458 396 | 100.0 | 2 051 341 | 100.0 | 592 945 | 40.7 |

| Total Interactions | 2002–03 | 2003–04 | Difference | % Change |
|---------------------------|----------------|----------------|-------------------|-----------------|
| | 1 657 341 | 2 230 020 | 572 679 | 34.6 |

* Fax-on-demand service was discontinued in November 2002.

Definitions:

Assisted modes of access involve an interaction between the client and a CBSC business information officer.

Self-serve are modes by which clients can serve themselves, either via the Internet (Web visits, and Interactive Business Planner and Business Start-Up Assistant sessions) or through an automated telephone system (IVRS).

The CBSC Web statistics (Web visits, and Interactive Business Planner and Business Start-Up Assistant sessions) are reported nationally only.

Note:

Figures for 2003–2004 do not add up to 100% due to rounding.



Saskatchewan — Bookkeeping from a Shoebox

As part of the Aboriginal Business Service Network initiative, the Canada–Saskatchewan Business Service Centre has created a practical, hands-on bookkeeping program for new businesses. “Bookkeeping From a Shoebox” was designed to move small entrepreneurs away from the typical practice of stashing receipts and invoices, instead showing them how to organize this material into a basic bookkeeping system. The sessions include intensive training in all aspects of financial business practices. Participants receive a shoebox containing information and materials they will use throughout the four-day seminar. In the future, the project may be delivered online and customized for use by other provinces and territories.



PART 2 — Other Indicators**Table 2 — Client Gender**

| | 2003–04 (%) | 2002–03 (%) | % Change |
|--------|----------------|----------------|----------|
| Male | 63.37 | 63.63 | -0.26 |
| Female | 36.42 | 36.06 | 0.36 |

Table 3 — Language of Service

| | 2003–04 (%) | 2002–03 (%) | % Change |
|---------|----------------|----------------|----------|
| English | 99.55 | 99.40 | 0.15 |
| French | 0.45 | 0.60 | -0.15 |

Table 4 — Business Phase

| | 2003–04 (%) | 2002–03 (%) | % Change |
|-------------|----------------|----------------|----------|
| Potential | 63.76 | 58.76 | 4.99 |
| New | 17.72 | 20.73 | -3.01 |
| Established | 18.52 | 20.51 | -1.99 |

Definitions:

Potential businesses are not yet in operation and have not yet been registered but may come into being. Businesses that are still at the conceptual stage are included in this definition.

New businesses have been operational (and/or registered) for less than a year.

Established businesses have been operational (and/or registered) for one year or more.

Note:

Figures for 2003–2004 do not add up to 100% due to rounding.

PART 3 — Special Services**Table 5 — Team Canada Inc Activity**

| | Number of Calls | | | % Change |
|-----------|-----------------|---------|------------|----------|
| | 2003–04 | 2002–03 | Difference | |
| Telephone | 3105 | 3594 | -489 | -15.7 |

Note:

The Team Canada Inc statistics do not include any of the trade call transfers from the Department of Foreign Affairs and International Trade to the CBSCs because a provincial/territorial breakdown is not available.

Appendix V: National Service Standards

The Canada Business Service Centres continuously strive for cost-effective and user-friendly ways to make business information easily accessible to Canada's small business community.

Here is the CBSC service pledge:

- CBSC services are available to anyone, and core services are free of charge (although some centres may offer some enhanced local services for a fee).
- Service is delivered in each province and territory.
- Service is provided in the official language of your choice.
- We strive to make our services known to you.
- Clients are treated with courtesy and respect.
- We provide current information on federal and provincial/territorial government business-related products, programs, services and regulations. This information is accurate, helpful, relevant and timely.
- The majority of inquiries receive a response within one business day, for requests received in person or by telephone, fax, mail or e-mail. Responses are provided through your preferred method of communication.
- If we are unable to provide an answer within one business day, we will provide you with an estimate of the time required to get back to you with an answer.
- If you must be referred, we will provide you with the telephone number of the contact who will best assist you. We encourage you to report back on unsuccessful referrals.
- The top 50 federal documents in our business information database are updated monthly and the remainder of the federal documents are updated every 9 to 12 months.
- Telephone service is available free of charge, generally from 9:00 a.m. to 5:00 p.m., Monday to Friday (except on holidays, as they apply in each province and territory). For exact service times, contact the centre in your province or territory.
- Our Web site is available 365 days a year, 24 hours a day, except during periods of system maintenance.
- Broken links brought to our attention will be fixed immediately.

If, for any reason, you are not satisfied with CBSC services, we encourage you to let us know and we will do our best to promptly address the problem. We are committed to providing quality information to the business community. Your feedback is important to us. Send us your comments or questions.

Appendix VI: CBSC Contacts and Locations

British Columbia

Canada/British Columbia Business Services Society
601 West Cordova Street
Vancouver BC V6B 1G1
Toll-free: 1 800 667-2272 (BC region only)
Tel.: (604) 775-5525
TTY: 771 (long distance charges accepted)
Fax: (604) 775-5520
E-mail, business questions: askus@smallbusinessbc.ca
E-mail, Web site comments: comments@smallbusinessbc.ca
Web site: www.smallbusinessbc.ca
“Talk to Us!”: <http://vweb.cbcs.org/english/forms/bc/talktous.jsp>

Alberta

The Business Link Business Service Centre
Suite 100
10237 104 Street NW
Edmonton AB T5J 1B1
Toll-free: 1 800 272-9675
Tel.: (780) 422-7722
Toll-free TTY: 1 800 457-8466
Fax: (780) 422-0055
E-mail: buslink@cbcs.ic.gc.ca
Web site: www.cbcs.org/alberta
“Talk to Us!”: <http://vweb.cbcs.org/english/forms/ab/talktous.jsp>

Saskatchewan

Canada–Saskatchewan Business Service Centre
345 3rd Avenue S
Saskatoon SK S7K 2H6
Toll-free: 1 800 667-4374
Tel.: (306) 956-2323
Toll-free TTY: 1 800 457-8466
Fax: (306) 956-2328
E-mail: saskatchewan@cbcs.ic.gc.ca
Web site: www.cbcs.org/sask
“Talk to Us!”: <http://vweb.cbcs.org/english/forms/sk/talktous.jsp>

Manitoba

Canada/Manitoba Business Service Centre
250–240 Graham Avenue
P.O. Box 2609
Winnipeg MB R3C 4B3
Toll-free: 1 800 665-2019
Tel.: (204) 984-2272
Toll-free TTY: 1 800 457-8466
Fax: (204) 983-3852
E-mail: manitoba@cbcs.ic.gc.ca
Web site: www.cbcs.org/manitoba
“Talk to Us!”: <http://vweb.cbcs.org/english/forms/mb/talktous.jsp>

Ontario

Canada–Ontario Business Service Centre
Toronto ON M5C 2W7
Toll-free: 1 800 567-2345
Tel.: (416) 775-3456
Toll-free TTY: 1 800 457-8466
Fax: (416) 954-8597
E-mail: ontario@cbcs.ic.gc.ca
Web site: www.cbcs.org/ontario
“Talk to Us!”: <http://vweb.cbcs.org/english/forms/on/talktous.jsp>

Quebec

Info entreprises
380 Saint-Antoine ouest, bureau 6000
Montréal QC H2Y 3X7
Toll-free: 1 800 322-4636
Tel.: (514) 496-4636
Toll-free TTY: 1 800 457-8466
Toll-free fax: 1 888 417-0442
Fax: (514) 496-5934
E-mail: infoentrepreneurs@cbcs.ic.gc.ca
Web site: www.cmm.qc.ca/Infoentreprises
“Talk to Us!”: <http://vweb.cbcs.org/english/forms/qc/talktous.jsp>

Nova Scotia

Canada/Nova Scotia Business Service Centre
1575 Brunswick Street
Halifax NS B3J 2G1
Toll-free: 1 800 668-1010 (Atlantic region only)
Tel.: (902) 426-8604
Toll-free TTY: 1 800 797-4188
TTY: (902) 426-4188
Fax: (902) 426-6530
E-mail: halifax@cbcs.ic.gc.ca
Web site: www.cbcs.org/ns
“Talk to Us!”: <http://vweb.cbcs.org/english/forms/ns/talktous.jsp>

New Brunswick

Canada/New Brunswick Business Service Centre
570 Queen Street
Fredericton NB E3B 6Z6
Toll-free: 1 800 668-1010 (Atlantic region only)
Tel.: (506) 444-6140
Toll-free TTY: 1 800 887-6550
TTY: (506) 444-6166
Fax: (506) 444-6172
E-mail: cbcsnb@cbcs.ic.gc.ca
Web site: www.cbcs.org/nb
“Talk to Us!”: <http://vweb.cbcs.org/english/forms/nb/talktous.jsp>

Prince Edward Island

Canada/Prince Edward Island Business Service Centre
 75 Fitzroy Street
 P.O. Box 40
 Charlottetown PE C1A 7K2
 Toll-free: 1 800 668-1010 (Atlantic region only)
 Tel.: (902) 368-0771
 Toll-free TTY: 1 800 457-8466
 Fax: (902) 566-7377
 E-mail: pei@cbasc.ic.gc.ca
 Web site: www.cbasc.org/pe
 “Talk to Us!”: <http://vweb.cbasc.org/english/forms/pe/talktous.jsp>

Newfoundland and Labrador

Canada/Newfoundland and Labrador Business Service Centre
 90 O’Leary Avenue
 P.O. Box 8687
 St. John’s NL A1B 3T1
 Toll-free: 1 800 668-1010 (Atlantic region only)
 Tel.: (709) 772-6022
 Toll-free TTY: 1 800 457-8466
 Fax: (709) 772-6090
 E-mail: info@cbasc.ic.gc.ca
 Web site: www.cbasc.org/nf
 “Talk to Us!”: <http://vweb.cbasc.org/english/forms/nf/talktous.jsp>

Northwest Territories

Canada/Northwest Territories Business Service Centre
 8th floor
 Scotia Centre
 P.O. Box 1320
 Yellowknife NT X1A 2L9
 Toll-free: 1 800 661-0599
 Tel.: (867) 873-7958
 Toll-free hearing-impaired only TTY: 1 800 457-8466
 Fax: (867) 873-0101
 E-mail: yel@cbasc.ic.gc.ca
 Web site: www.cbasc.org/nwt

Yukon Territory

Canada/Yukon Business Service Centre
 Suite 101
 307 Jarvis Street
 Whitehorse YT Y1A 2H3
 Toll-free: 1 800 661-0543
 Tel.: (867) 633-6257
 Toll-free TTY: 1 800 457-8488
 Fax: (867) 667-2001
 E-mail: yukon@cbasc.ic.gc.ca
 Web site: www.cbasc.org/yukon
 “Talk to Us!”: <http://vweb.cbasc.org/english/forms/yt/talktous.jsp>

Nunavut

Canada–Nunavut Business Service Centre
 Parnavik Building
 P.O. Box 1000, Station 1198
 Iqaluit NU X0A 0H0
 Toll-free: 1 877 499-5199
 Tel.: (867) 979-6813
 Toll-free TTY: 1 800 457-8466
 Toll-free fax: 1 877 499-5299
 Fax: (867) 979-6823
 E-mail: cnbsc@gov.nu.ca
 Web site: www.cbasc.org/nunavut

Canada–Nunavut Business Service Centre
 Siniktarvik Building
 Bag 002
 Rankin Inlet NU X0C 0G0
 Toll-free: 1 877 499-5199
 Tel.: (867) 645-5067
 Toll-free TTY: 1 800 457-8466
 Toll-free fax: 1 877 499-5299
 Fax: (867) 645-2346
 E-mail: cnbsc@gov.nu.ca
 Web site: www.cbasc.org/nunavut

Canada–Nunavut Business Service Centre
 Enokhok Centre
 Box 316
 Kugluktuk NU X0E 0H0
 Toll-free: 1 877 499-5199
 Tel.: (867) 982-3701
 Toll-free TTY: 1 800 457-8466
 Toll-free fax: 1 877 499-5299
 Fax: (867) 982-3701
 E-mail: cnbsc@gov.nu.ca
 Web site: www.cbasc.org/nunavut