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# Canada Business Service Centres

ANNUAL REPORT 1999 - 2000

Canada 

# Canada Business Service Centres

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Cat. No. C1-13/2000  
ISBN 0-662-65298-3  
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# Foreword

We are pleased to present the first annual report of the Canada Business Service Centres. This report provides information on national activity and performance for 1999–2000, for the Canada Business Service Centre (CBSC) initiative. The governance structure of the CBSCs delegates the federal funding and accountability for the centres to four lead departments: Atlantic Canada Opportunities Agency, Industry Canada, Western Economic Diversification Canada, and Canada Economic Development for Quebec Regions. In the past, performance reporting of the CBSCs has been included in our respective departmental performance reports, and we will continue reporting in this manner. We are also committed to making the results of CBSC activity available as a single national initiative. Consequently, we have developed a joint annual report as a vehicle for communicating consolidated results to the 37 federal departments and agencies on whose behalf the CBSCs deliver this information service.

Over the past year, a common approach for performance reporting and a national system to collect the data were put in place. The performance indicators in our first annual report focus on the clients served and modes of access. In the future, additional indicators will be added, such as measurement of performance against national service standards.

The CBSC continues to be a successful model of federal/provincial/territorial collaboration and service delivery innovation. Our existing collaborative agreements have been renewed and new ones have been added, indicating solid support for the CBSCs from provincial/territorial and other partners. Because of these partnerships, the CBSCs can integrate information and maintain a strong focus on the client. We were particularly proud of the 1999 Head of the Public Service Award (Excellence in Service Delivery category) received by the CBSCs.

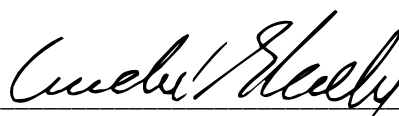


Last December, the network received the distinguished Public Service Client Service Excellence Award on the occasion of the second Head of the Public Service Awards presented by Mel Cappe, Clerk of the Privy Council. Seated, from left: Alex Bertolini (Northwest Territories), Yvan Deslauriers (Info entrepreneurs, Quebec), Barbara Gagnon-Thériault (New Brunswick), Mel Cappe, Sandy Babcock (Yukon Territory), Carl Kuhnke (British Columbia), John Ayling (Ontario). Standing, from left: Brenda McInnis (Prince Edward Island), Nora Henderson (Nova Scotia), Shannon Coughlin (Manitoba), Diana Matsuda (Saskatchewan), Holly Palmer (The Business Link, Alberta), Beulah Bouzane (Newfoundland).

Service delivery must continuously evolve and improve. In 2000–01, the CBSCs will continue to adjust their service delivery to the Internet environment as Canadian businesses move increasingly in that direction. A pilot project that combines both telephone and Internet access into one enhanced mode of access is expected to show promising results in 2000–01. The CBSCs are also involved in new federal service initiatives such as Service Canada (pilot projects) and Government On-Line (business portal concept), and are coordinating their effort with other key federal services such as the 1 800 O-Canada service operated by Public Works and Government Services Canada, to make sure that Canadians are served by a coordinated partnership of delivery systems across government.

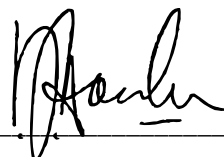
The CBSCs will continue to focus their services on communities or groups of entrepreneurs that do not have ready access to business information. In 2000–01, they will build on the progress made last year to establish an Aboriginal Business Service Network, adapting services and products to the specific needs of Aboriginal communities. Similarly, promotional activities will specifically target minority-language, rural and young entrepreneurs to increase their awareness and use of CBSC services.

We are proud of the contribution that the network of CBSCs makes towards creating opportunities for all Canadians. It is with great pleasure that we present the *Canada Business Service Centres — Annual Report 1999–2000*.



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**André Gladu**  
Deputy Minister  
Canada Economic Development for Quebec Regions



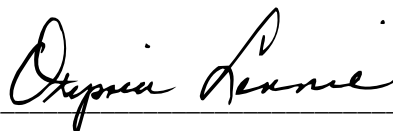
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**Peter Harder**  
Deputy Minister  
Industry Canada



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**Michael Horgan**  
President  
Atlantic Canada Opportunities Agency



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**Oryssia Lennie**  
Deputy Minister  
Western Economic Diversification Canada

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# Introduction

The network of Canada Business Service Centres (CBSCs) was established to improve service to small-business and start-up entrepreneurs by providing a comprehensive first stop for information on government services, programs and compliance requirements for both the federal and provincial/territorial orders of government. In addition, the CBSCs provide a wide range of information resources to support sound business planning and the expansion of new markets for Canadian goods and services, both domestic and foreign.

The CBSCs were initially established as pilot projects in the 1992 federal budget, among a number of service-quality improvements announced at that time. Based on extensive consultation with the business community, CBSCs aimed at solving persistent problems of low awareness and lack of access to government programs and services, coupled with the perception of complexity and “run-around.” In 1994–95, a national roll-out of the CBSC initiative was funded as part of the government’s Jobs and Growth Agenda.<sup>1</sup> The strategy recognized the important role of small business and entrepreneurship in the economic turn-around and in job creation. The network of CBSCs is now well established as a model of quality service, with a reputation for adapting to the changing information needs and modes of access of Canadian businesses.

# Mandate and Mission

Broadly defined, the CBSC mandate is to serve as the primary source of timely and accurate business-related information and referrals on federal programs, services and regulations, without charge, in all regions of the country.

The mission of the CBSCs is to:

- improve the start-up, survival and growth rates of small and medium-sized enterprises (SMEs) 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; and
- encourage business success through sound business planning, market research and the use of strategic business information.

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

# Core Services, Products and Modes of Access



Successful entrepreneurs Mich Delaquis (left) and Fred Coakes (right) of Delfre Enterprises are featured in one of the televised public service announcements promoting the Canada/Manitoba Business Service Centre.

*The Canada/Manitoba Business Service Centre uses a series of public service announcements aired during prime time on local television networks to promote its services to Manitoba entrepreneurs. The announcements feature clients of the centre who have successfully launched small businesses.*

The CBSCs provide a variety of services and products consistently across the country on behalf of the Government of Canada. These services are delivered in collaboration with provincial/territorial and other partners who, in some locations, may support the provision of additional services.

## Business Information System

At the heart of the CBSC service is reliable, accurate information, easily accessible in a variety of ways. The CBSCs build their service and products on a national collection of databases of federal and provincial/territorial information, referred to as the Business Information System (BIS). The BIS contains up-to-date, bilingual descriptions of more than 1250 federal business programs, services and regulations from the 37 federal departments and agencies — a comprehensive collection not available anywhere else. An equivalent collection of provincial/territorial programs and services is added at each centre.

The information is maintained to strict quality-control standards for currency, accuracy and readability. The top 50 federal documents are updated monthly, and the remainder of the federal documents are updated every nine to twelve months (see Appendix V for the most requested federal BIS documents). The federal component of the BIS is maintained centrally by the CBSC National Secretariat through constant liaison with partner departments and agencies, and by scanning other information sources that could trigger a change in the database. Maintaining accurate contacts is an ongoing challenge, as people and programs change regularly.

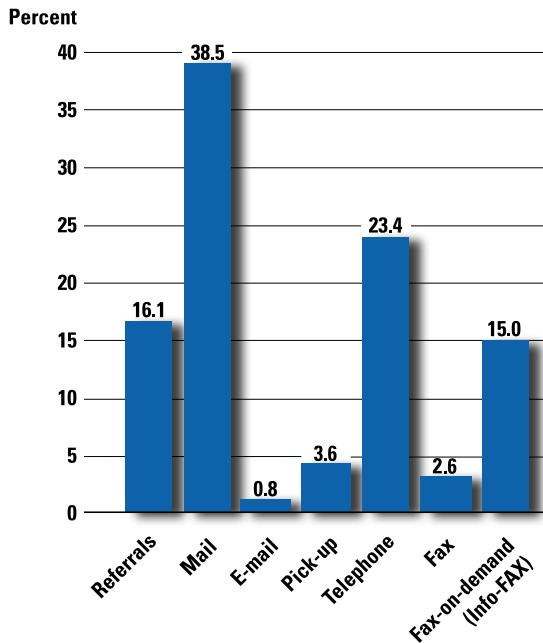
The BIS is used to support all modes of access and contains the information building blocks for many innovative products and services developed by the CBSCs (see Figure 1). A change in the database is replicated overnight across the country and amends



all uses of the information, ensuring that all modes of access provide consistent and current information to the public.

**FIGURE 1 :**

Use of Federal BIS in CBSCs (excluding the Internet)



**Definitions:**

- Referrals:** A contact name and telephone number or address was given to the client concerning a department's program or service.
- Mail:** The BIS information was mailed out to the client.
- E-mail:** The BIS information was e-mailed to the client.
- Pick-up:** The client picked up the BIS information in the CBSC.
- Telephone:** Information was given to the client over the telephone.
- Fax:** The BIS information was faxed to the client.
- Fax-on-demand (Info-FAX):** The client dialed into the automated fax and ordered the BIS information.

**Telephone Services**

In each province and territory, a toll-free telephone inquiry service is promoted in the business and general community as a one-stop service for information accessible from anywhere in Canada. A province- and territory-wide toll-free fax-on-demand service called

*The business information officers in the Canada/Ontario Business Service Centre form a dynamic team, handling between 500 and 700 calls per day on a wide variety of business topics. An innovative training program and call management approach have helped reduce staff turnover and retain experienced officers in the centre. Officers are equipped to handle increasingly complex business questions and are able to offer clients the new "Talk to Us!" service, where caller and officer combine the use of the telephone and the Internet to find the right information.*

The Canada/Ontario Business Service Centre — Call Centre Operation.



Info-FAX allows callers to order business information catalogues and documents, which can be sent to their fax machine 24 hours a day, every day.

### In-Person Service

Each CBSC offers a business resource centre for walk-in service, where clients may access information on their own (i.e. self-serve) or obtain the assistance of business information officers. The resource collection focusses on the information needs of small businesses, particularly to support market research (global and domestic) and business planning. Key publications of the 37 federal departments and agencies, as well as provincial/territorial ministries, are distributed. Many commercial sources of information, such as directories and statistical databases, are also available. The resources are provided in hard copy and electronic formats (e.g. CDs, videos). Each CBSC provides a work station for public access to the Internet. Some centres also provide seminars, tours of the centre, co-located services such as business registration or business counselling, and advisory services. In addition, the CBSCs support a network of 343 regional access partners, enabling them to serve many more communities.

### Internet-Based Services

The CBSC Web site is a gateway to government business information. It provides easy access to a comprehensive inventory of federal and provincial/territorial government programs, services, regulations and other sources of business information. The site is organized from the business client's perspective, with topics and search options to suit various needs.

The CBSCs offer a core group of Web-based tools customized for each province and territory.

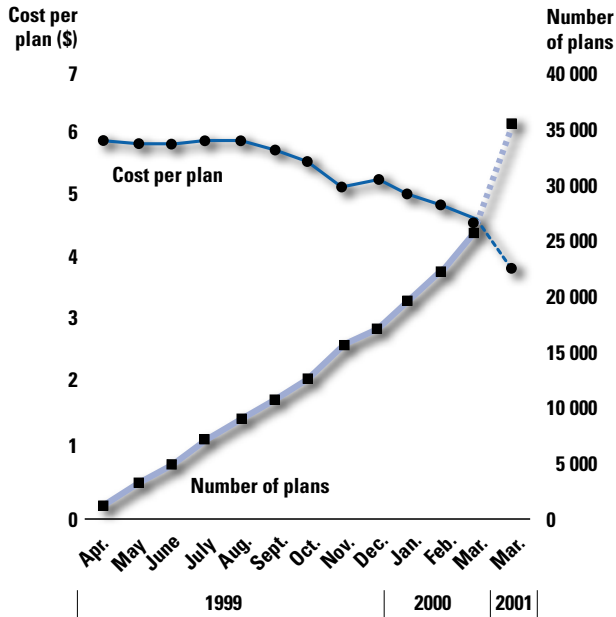
*Interactive Business Planner* — An award-winning interactive business planning software designed specifically to operate on the World Wide Web. This on-line tool helps clients prepare a comprehensive business plan for new or existing businesses



Vicki Kohse (third from left) of the CBSC National Secretariat accepts the Government in Technology (GTEC) Distinction Award, Silver Medal, for the Interactive Business Planner (IBP) on behalf of all CBSCs. The ceremony was held at the Canadian Museum of Civilization (Hull, Quebec), in October 1999.

## FIGURE 2:

Interactive Business Planner  
Cost per Plan (maintenance costs only)  
Fiscal Year 1999–2000 and March 2001 (estimated)



In 1999–2000, 26 558 CBSC clients developed business plans using the IBP. Feedback is exceptionally positive. As IBP use increases, the unit maintenance cost of the product is reduced. At less than \$4.60 per plan, the IBP is an excellent example of cost-efficient service.

(see Figure 2). The Interactive Business Planner (IBP) is available at <http://www.cbsc.org/ibp>

*Online Small Business Workshop* — A Web-based workshop that provides techniques and information for developing a business idea; starting, marketing and financing a new venture; and improving an existing small business. The workshop is available at <http://www.cbsc.org/osbw>

*Info-Guides* — Brief overviews describing services and programs organized by topic (e.g. exporting, electronic commerce).

*E-mail service* — A service that provides clients with another method to request and obtain business-related information. Clients are assured a response within one business day.



Clients conducting research in the British Columbia CBSC's reference library.



(Left to right) John and Adele Goodwin of the Landscape Design People in Ponoka, Alberta, being introduced by Jim Ewing, Guest Advisor Program Coordinator, to Patty Breton, CMC, of Breton Consulting Services Ltd.

*Although all centres provide the core CBSC services, unique services are also offered in response to specific local needs and opportunities. For example, at The Business Link, the CBSC in Alberta, a highly successful Guest Advisor Program was put in place in 1999–2000, providing clients with the opportunity to speak with local management consultants, lawyers, accountants and financial representatives. These professionals volunteered their time to discuss business concerns each afternoon, Monday to Thursday, in the spring and fall.*



Members of the new Ontario Aboriginal Business Service Network get together in Barrie, Ontario, to do some rigorous team building and planning.

## Special Services



**Team Canada Inc • Équipe Canada inc**

*Team Canada Inc Export Information Service* — This toll-free telephone service is operated by the CBSCs on behalf of the Team Canada Inc partnership. Whether clients are already exporting goods or services, or are new to the opportunities of global markets, this service makes it easier to find the right program, service or expert to consult. Business information officers trained in export trade answer questions and direct clients to the many export services available.

*Aboriginal Business Service Network* — The CBSCs are helping to establish a network of community-based service points in Aboriginal communities to increase access to government business programs and services, and to encourage Aboriginal entrepreneurship. As part of the federal government's initiative *Gathering Strength — Canada's Aboriginal Action Plan*, the Ministers of Industry, and Indian Affairs and Northern Development jointly announced the Aboriginal Business Development Initiative, of which the Aboriginal Business Service Network (ABSN) is a key part. Like all entrepreneurs, Aboriginal businesspeople need information and skills to increase their ability to access capital, and to establish and expand their businesses. Geographic isolation, lack of business networks and limited awareness of information sources continue to be barriers to business development. The ABSN will build on the structure of existing CBSCs, tailoring the services to meet the unique requirements of Aboriginal clients.

# The CBSC Network and Regional Access Partners

## CBSC Network

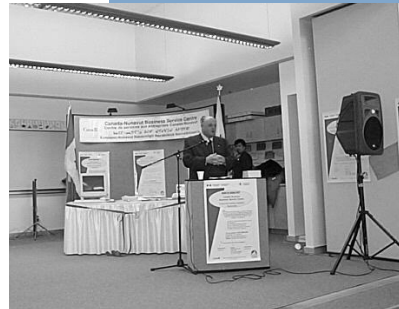
With the addition of the newest centre in March 2000, serving Nunavut, there are now 13 CBSCs, one in every province and territory. Province- and territory-wide telephone, Web and fax services are provided from these locations. Local walk-in service is also available. The locations, telephone numbers and Web site addresses of the CBSCs are listed in Appendix VIII. They are also found at <http://www.cbsc.org/english/contacts/all.cfm>

The CBSCs are connected to each other through the Industry Canada technology backbone. This infrastructure ensures that the network operates on the same technology standards and that centres are able to share information efficiently. The CBSCs also benefit from Industry Canada's substantial investments and lead role in using technology to deliver services to Canadians.

## Regional Access Partners

By establishing a network of regional access partners, the CBSCs have extended their information resources and in-person service to many more communities across the country. By March 31, 2000, 343 regional access partnerships were in place. This figure represents 93 percent of the original estimate of regional access sites, a significant accomplishment given the many variables affecting the development of collaborative arrangements.

Most regional access partners are located in rural areas. They include business and community development corporations, local chambers of commerce, municipalities and other organizations with a mandate to provide service to small businesses in their communities. The regional access partners are connected to the CBSCs through special access to information resources specifically designed for partners, as well as through the public CBSC Web site.



Roger Gallaway, MP for Sarnia-Lampton, representing the Honourable John Manley, the then Minister of Industry, at the launch ceremony of the Canada/Nunavut Business Service Centre during the Nunavut Trade Show in Iqaluit.

*The Canada/Nunavut Business Service Centre opened its doors for the first time on March 10, 2000, marking the extension of the CBSC network into the new territory of Nunavut. The centre is a collaborative effort between Industry Canada, serving as the lead federal partner, and the Nunavut Department of Sustainable Development as the lead territorial partner. More than 80 percent of the residents of Nunavut are Aboriginal, and the information products, resource materials and services will reflect the needs of Aboriginal and northern entrepreneurs.*

# Organization

## Lead Departments

The CBSCs are managed on behalf of the federal government by the Atlantic Canada Opportunities Agency (<http://www.acoa.ca>), Western Economic Diversification Canada (<http://www.wd.gc.ca>), Industry Canada (<http://www.ic.gc.ca>), and Canada Economic Development for Quebec Regions (<http://www.dec-ced.gc.ca>). These departments are accountable for CBSC operations in their respective regions (see Figure 3). The organization of CBSCs along these regional lines ensures that regional needs are adapted to and regional partnership opportunities are responded to at the same time that national core services are provided. Factors such as business demographics, the needs of remote or rural communities, connectivity to and use of the Internet, and emerging regional business trends all contribute to the need to fine-tune service delivery.

CBSC funding is distributed proportionately, and expenditures are planned, controlled and reported by each lead department as part of normal budgetary processes. The lead departments also ensure compliance with all federal policies affecting program delivery, with emphasis on those involved in access services such as official languages, accessibility, access to information and privacy, and the Federal Identity Program. The lead departments also play a key role in establishing strong collaborative arrangements with other orders of government and other business service organizations, and in co-managing the centres in the context of these agreements. The four lead departments coordinate their activities nationally through a CBSC Managing Partner Committee composed of senior representatives from each department.



Atlantic Canada  
Opportunities  
Agency

Agence de  
promotion économique  
du Canada atlantique



Western Economic  
Diversification Canada



Industry  
Canada

Industrie  
Canada

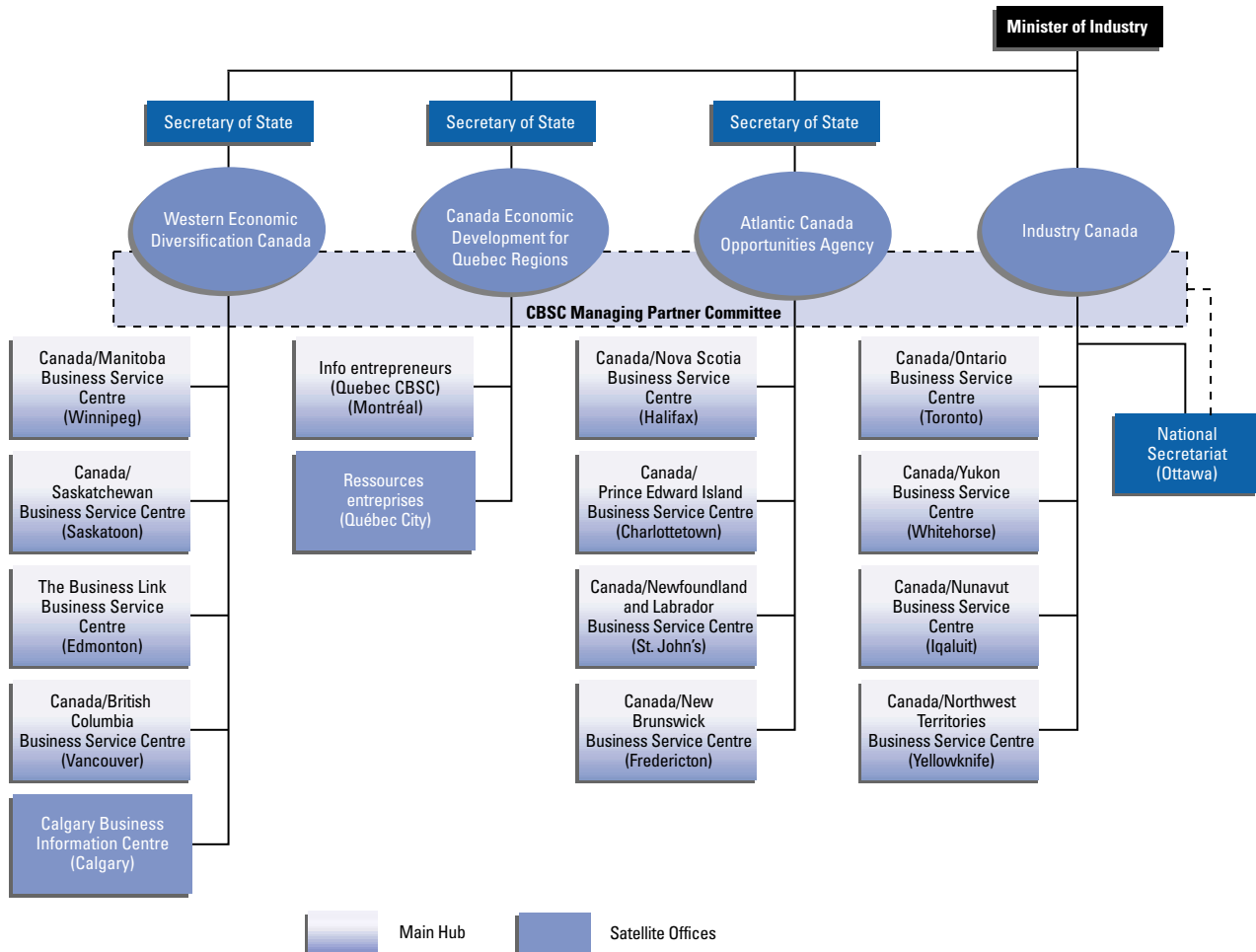


Canada Economic  
Development

Développement  
économique Canada

**FIGURE 3:**

Organization Chart — Federal Lead Departments



### National Secretariat

With input from the federal lead departments, the National Secretariat supports the centres in a variety of ways. These include:

- coordinating the network with federal partners and the development of policies to promote a consistent national network operation;
- supporting information technology for applications and the CBCS Web site;
- managing federal information and core information collections (electronic and hard copy);

- coordinating special development projects;
- coordinating audits and evaluations, standards, and other federal policy areas affecting access programs; and
- supporting various committee structures.

Organizationally, the National Secretariat is part of Industry Canada.



# Collaborative Arrangements

Business services, programs and regulatory roles are shared between many departments and agencies and all orders of government. A complete answer to a business question almost always requires information from various sources. The collaborative arrangements with provinces, territories, and in some cases municipal and private sector organizations, allow the CBSCs to focus on the client by bringing all information together in one place. Many of these arrangements have been in place for more than five years and have been renewed.

In 1999–2000, eight of nine established arrangements were renewed. New arrangements are also being negotiated, such as the one with Nunavut. Under the arrangements, operating costs are shared, and information and human resources are pooled. By responding to different opportunities for collaboration, these arrangements take various forms, as shown in Figure 4.

On October 29, 1999, the governments of Canada and Newfoundland and Labrador launched the province-wide Canada/Newfoundland and Labrador Business Service Network, composed of 50 partners in 28 locations, spanning 20 economic zones and supported by the Canada/Newfoundland and Labrador Business Service Centre in St. John's. Left to right: ACOA Vice-President, Paul Mills; the then Premier Brian Tobin; provincial Rural Renewal and Development Minister, Beaton Tulk; and Burin-St. George MP, Bill Matthews.



The governments of Canada and Prince Edward Island renewed their commitment to quality service through the Canada/Prince Edward Island Business Service Centre. On-site staff from Prince Edward Island Business Development Inc. and the delivery of Human Resources Development Canada's Self-Employment Program now enhance the centre's services. Left to right: Hillsborough MP, George Proud; and the Honourable Don MacKinnon, former Minister of Development for P.E.I.

## FIGURE 4 :

### Types of Collaborative Arrangements

#### Formal agreements with governments of:

British Columbia

Manitoba

Newfoundland and Labrador

Northwest Territories

Ontario

Saskatchewan

#### Contractual agreements with:

Board of Trade of Metropolitan Montreal

Economic Development Edmonton Corporation

Yukon Territorial Government and the Yukon Chamber of Commerce

#### Administrative cost-sharing arrangements and co-locations in:

New Brunswick

Nova Scotia

Prince Edward Island

#### In development:

Nunavut



# The CBSC Work Force

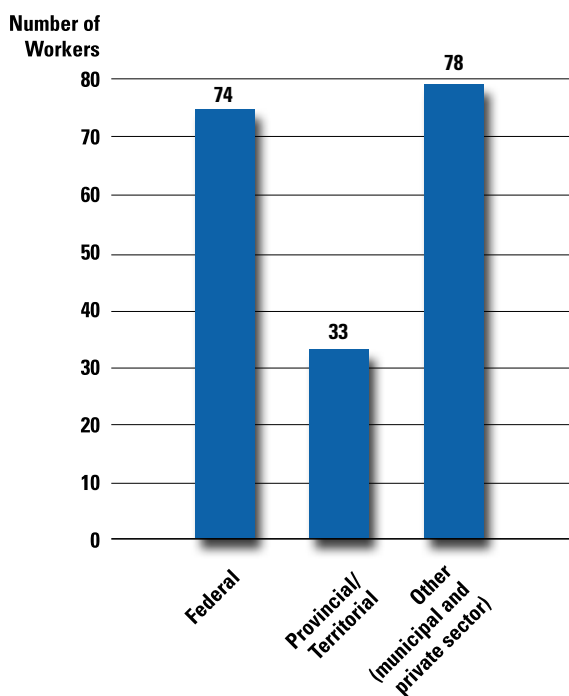
The CBSC work force is a unique blend of federal, provincial/territorial, municipal and private sector staff (see Figure 5). Those who staff the centres work in a constantly changing environment, one where they must be knowledgeable of emerging areas of business interest. In 1999–2000, for example, CBSC front-line staff handled many questions related to Y2K, diagnosing the level of preparedness of business clients so that the appropriate referrals for assistance could be made. This type of query ranked in the top 35 topics in 1999–2000. Similarly, the number of questions regarding e-commerce has been steadily growing as entrepreneurs of all types explore how they can make their goods and services fully available on the Internet.



Staff of the Canada/Nova Scotia Business Service Centre and the Black Business Initiative.

**FIGURE 5 :**

CBSC Work Force (All CBSCs)



*Some CBSCs have co-located with a variety of local organizations to provide greater convenience to clients and to benefit partners. For example, the Black Business Initiative (BBI) is co-located with the Canada/Nova Scotia Business Service Centre in Halifax. The BBI addresses the unique needs of the black business community through training and term/equity business loans. The BBI also has a mandate to provide information services. Through co-location with the Canada/Nova Scotia Business Service Centre, BBI clients benefit from the substantial investment in business information resources available in the centre.*

This subject is now among the top 50 topics at the CBSCs. In addition to emerging topics, staff members must also stay abreast of changes to the inventory of programs and services that are affected by federal and provincial/territorial budgets, program announcements, legislative changes and current events.

Managing a CBSC is a challenging assignment in part because of the collaborative arrangements. The typical manager's accountability structure is complex, usually including a management board composed of federal, provincial/territorial or other partners. Managing a blended staff also presents challenges on a variety of fronts. For example, the hours of work for staff members may differ in the various labour agreements or contracts.

## Budget Overview

From 1994–95 to 1998–99, the CBSCs were funded as part of the federal government's Jobs and Growth Agenda, which recognized the importance of small business and entrepreneurs in Canada to job creation and economic growth. Subsequently, the CBSC mandate and funding of \$75 million over five years (from 1999–2000 to 2003–04) was renewed. While the overall funding framework remains the same as previous years, the yearly amounts are allocated in a declining funding profile (see Figure 6). This presents the CBSCs with the challenge of continuing to meet their

service demands. To meet the challenge, the CBSCs have adopted a strategy that includes the following:

- a gradual shift of resources to a Web-based and self-serve environment at a pace that reflects client demand;
- increased efficiency through continued innovation in information management and technology solutions;
- the strengthening of collaborative arrangements for new services through partnerships;
- linkages to other appropriate sources of funding, where the activities of the CBSCs can contribute to achieving broad government policy objectives, such as Government On-Line; and
- continued collaboration with other service delivery initiatives, such as Service Canada and the information services of Public Works and Government Services Canada.

Many coordinating functions and activities are funded through a centralized component of CBSC resources. This component is allocated to the CBSC National Secretariat to deliver services that support the whole network, such as information management and technology support, and the coordination of national issues. For example, the National Secretariat maintains the federal inventory of business information, leads and coordinates national projects, and operates the information technology systems.

### FIGURE 6 :

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
— National Secretariat	3 740	3 667	3 667	3 667	3 497	18 238
<b>Total</b>	<b>16 000</b>	<b>15 000</b>	<b>15 000</b>	<b>15 000</b>	<b>14 000</b>	<b>75 000</b>

# Accomplishments — 1999–2000 Performance Report

## Volume of Business

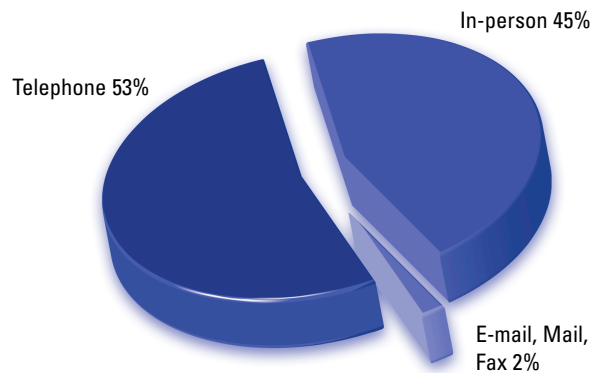
The CBSCs measure their work in terms of client interactions. An interaction is a contact initiated by the client through any mode of access. The length of the interaction is variable, can involve one or many questions, and can be self-serve or assisted by one or several agents. A national tracking system allows the

network to monitor performance locally or summarize information nationally. The system also captures basic descriptive information about the interaction, which provides insight into CBSC clients and their needs.

Figures 7 and 8 summarize the national volume of client interactions in 1999–2000, in two categories. Assisted modes of access, which involve an interaction between the client and a business information officer, are shown in Figure 7. These modes of interaction include in-person, telephone, e-mail, fax and mail. The self-serve mode is shown in Figure 8 and includes the Internet (Web visits and IBP sessions), fax-on-demand (Info-FAX), and the automated telephone system (Interactive Voice Response System — IVRS).

**FIGURE 7 :**

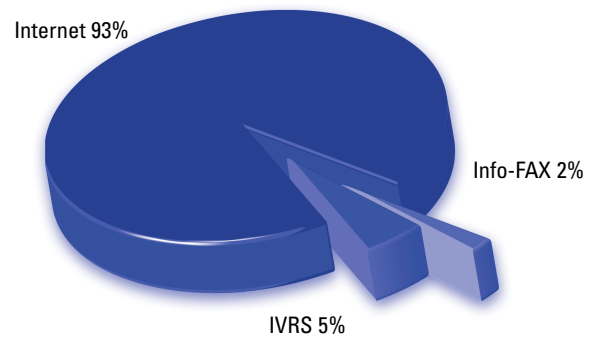
Volume of Business Information Officer-Assisted Client Interactions (1999–2000)



Mode	Number
Telephone	263 765
In-person	221 029
E-mail	5 943
Mail	2 537
Fax	1 046

**FIGURE 8 :**

Volume of Self-Serve Client Interactions (1999–2000)



Mode	Number
Internet (Web visits and IBP sessions)	1 777 645
Fax-on-demand (Info-FAX)	38 636
Automated telephone system (IVRS)	99 239

Internet access to CBSC programs and services is growing, up 29 percent over the previous fiscal year.



A storefront concept provides a welcoming appearance and ready access to service. The Canada/British Columbia Business Service Centre is located in a high-traffic area.

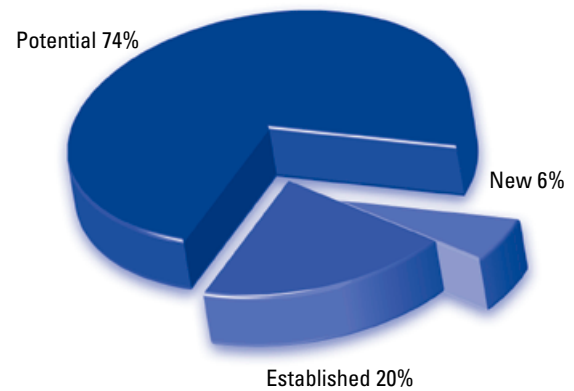
*Located on Vancouver's waterfront in a building that also houses the SeaBus terminus and SkyTrain station, this busy and highly visible location helps establish the Canada/British Columbia Business Service Centre reputation with the public and results in a high number of walk-in clients.*

## Client Profiles

As previously noted, the CBSCs are able to develop a national profile of their clients by tracking certain basic attributes of each client interaction. Figures 9, 10 and 11 provide a national picture of the gender, language, and business phase of entrepreneurs using CBSC services.

**FIGURE 9 :**

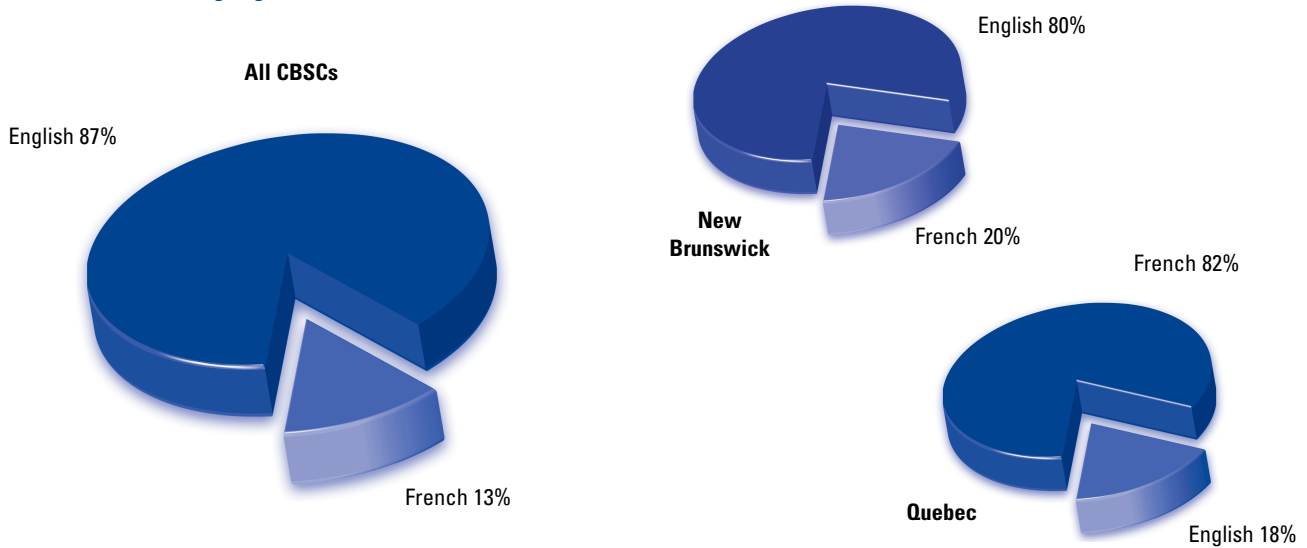
CBSC Clients — Phase of Business (All CBSCs)



Most clients tend to be in the start-up phase, where the requirement for government information on programs, services and regulations is greatest.

**FIGURE 10 :**

CBSC Clients — Language of Service (All CBSCs)

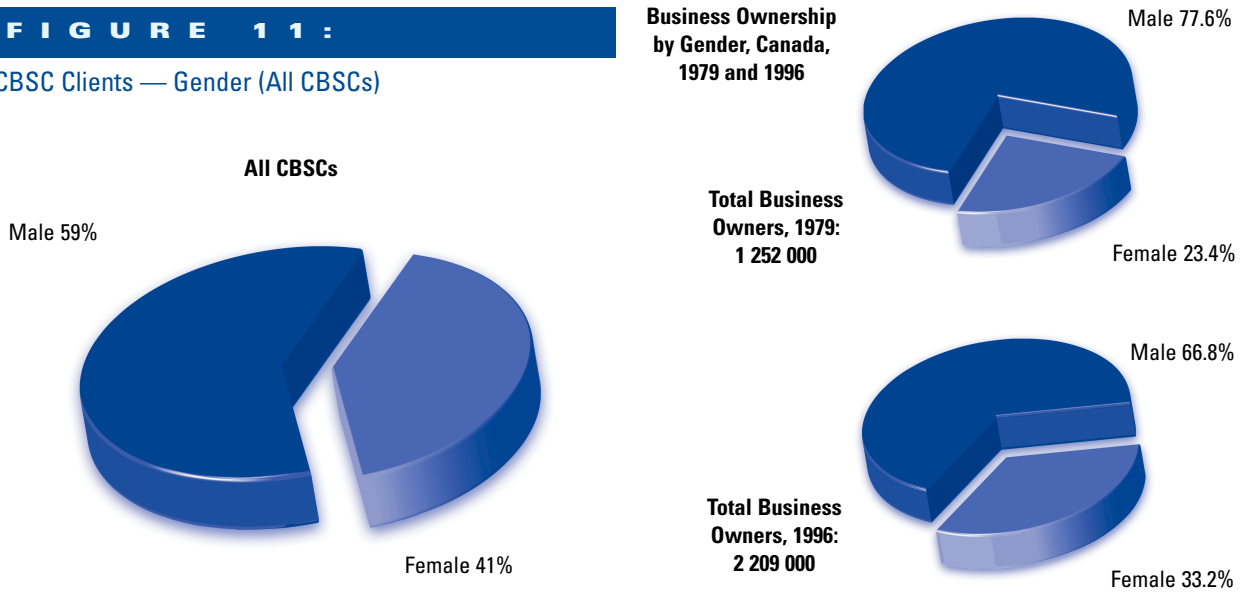


Language of service reflects the client's choice of official language and modes of access. Details are provided for Quebec and New Brunswick, where the percentage distribution significantly affects

the national average. On average, demand for service in the minority official language in all other provinces/territories is less than 1 percent.

**FIGURE 11 :**

CBSC Clients — Gender (All CBSCs)



The percentage of female clients (41 percent) using CBSC services reflects the general upward trend of female participation

in small business ownership, as illustrated in the comparative data for 1979 and 1996.

Source: Statistics Canada, *Labour Force Survey*.

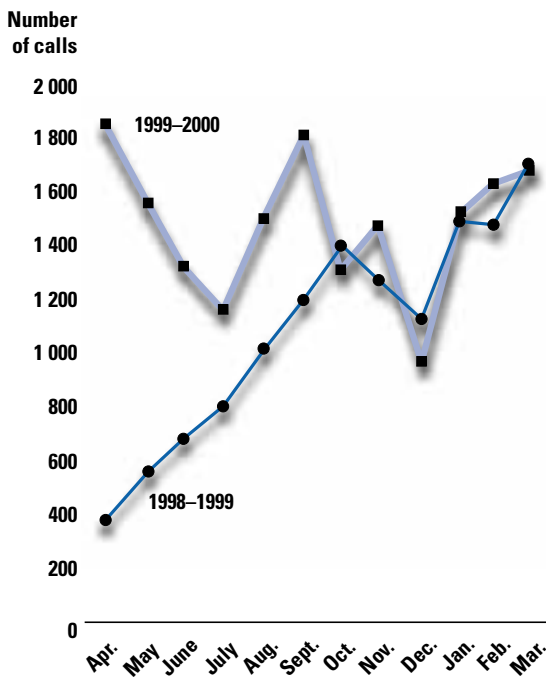
## Special Services

*Export Information Services* — The toll-free phone line for entrepreneurs interested in international trade is operated on behalf of the departments and agencies that form Team Canada Inc (TCI). This service has been in place for three years, and an interim

evaluation conducted in 1999–2000 indicates that client satisfaction with the quality of the service is exceptionally high. Figure 12 shows the growth of export information demand in 1999–2000, while Figure 13 measures the performance against the standard established for this service.

**FIGURE 12 :**

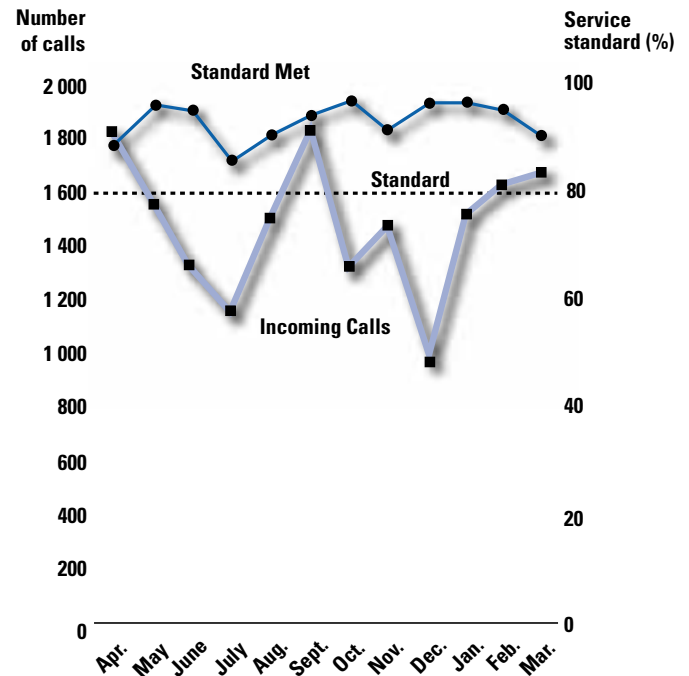
Team Canada Inc Call Volumes by Fiscal Year



TCI call volumes in 1999–2000 increased 36 percent over the previous fiscal year, with seasonal fluctuations in the summer months and in December.

**FIGURE 13 :**

Team Canada Inc Calls — Service Standard, 1999–2000



The service standard for TCI inquiries is to answer 80 percent of the calls within 20 seconds (i.e. three rings). This standard was exceeded by an average 13 percentage points throughout the 1999–2000 fiscal year.

## National Initiatives

*Talk to Us!* — Canadians are getting on-line at an ever-increasing rate, and they expect government service delivery to adapt to this growth. According to the Canadian Federation of Independent Business, Internet use by business also continues to grow.<sup>2</sup> For example, in the first half of 1999, 61 percent of business owners said they were connected to the Internet — almost double the number measured just two years previously.

The Internet, however, can prove frustrating for the end user who cannot always access information easily or quickly on the Web. To enhance the “user friendliness” of their own Web navigating capabilities, the CBCSs, with funding support from Service Canada (another federal service improvement initiative) are developing a new interactive support service. By clicking on the “Talk to Us!” button on the CBCS Web site, a client will be able to speak directly to a business information officer and, with the officer’s assistance, simultaneously search the CBCS Web site for the required information. The service began as a pilot project in four provinces during summer 2000.

*Revamped Web Site* — In 1999–2000, the CBCS national Web site (<http://www.cbcs.org>) was redesigned. The redesign included an improved layout, highlighting key national products and facilitating instant switching between English and French documents, as well as an enhanced accessibility function for clients using text browsers or braille readers. These changes were based on focus group feedback, Web site comments, and the changing requirements of the federal government’s “common look and feel” for Government of Canada Web sites.



*Electronic Commerce Info-Guide* — In response to this emerging area of interest for small businesses, the Electronic Commerce Info-Guide was developed and launched last year ([http://www.cbcs.org/english/info\\_guides.cfm](http://www.cbcs.org/english/info_guides.cfm)). The guide answers questions on how e-commerce can affect a business, regulations that apply to e-commerce transactions, and government programs and services to assist in the development of an e-commerce business.

2. Canadian Federation of Independent Business, 1999 survey results on Internet use among SMEs.



# Evaluations and Audits

## Evaluations

From the beginning, the CBSCs have established a regular evaluation cycle to measure client satisfaction and other aspects of CBSC operations. Every 24 months, the CBSCs conduct a formal evaluation using a consistent national framework (see Appendix VII). Fiscal year 1999–2000 was not a formal evaluation year, although recommendations from the 1998–99 evaluation continued to be implemented. In addition, a number of evaluation tools are currently being used to support more robust mid-term evaluations. These tools are outlined here.

*TouchScreen Survey Centre* — As an ongoing evaluation mechanism, the CBSCs introduced a TouchScreen Survey Centre in 1999–2000. This desk-top unit provides clients who use the centres' business information resource collection with an opportunity to provide feedback on the usefulness and quality of the material and assistance available. Feedback is collected through a touch-screen application, which poses a series of questions about all aspects of the in-person services. This portable equipment is located in each CBSC for a defined period of time and is shipped from centre to centre over the course of the year. The TouchScreen Survey Centre is providing the CBSCs with insight into the value of their information resources and services.

*Mystery Shopping* — On a periodic basis, the CBSCs use a “mystery shopping” technique to gather in-depth insight into key aspects of their services. These exercises look at CBSC services from the client's viewpoint. More complex mystery shopping is conducted by qualified evaluators, while routine checks against simple service aspects may be done “in-house.” Results provide a level of detail that is not often achieved in general evaluations and allow for precise changes to improve service.

The ISO certification ceremony at the Quebec Business Service Centre, Info entrepreneurs, in June 1999 was a happy event for Yvan Deslauriers, Director General of the centre; Chantal Jetté, Coordinator, ISO 9002 Project; and André Godbout, Chairman, Board of Trade of Metropolitan Montreal.

*After months of sustained effort, the CBSC in Quebec, Info entrepreneurs, achieved ISO 9002 certification in 1999–2000. This certification assures clients that business processes and procedures meet internationally recognized standards, and signals a dedication to quality control and continuous improvement of services.*





Careful preparation with staff in the CBSCs is needed to ensure that everyone accepts the mystery shopping technique. Results are summarized so that individual performance cannot be identified, and this has led to a positive and constructive reaction to this method of feedback on service quality.

In 1999–2000, the Team Canada Inc export information services were examined. The results, while generally encouraging, also led to some excellent improvements, including an on-line training tool for export information agents aimed at increasing the consistency and comprehensiveness of their client interactions. Mystery shopping was also used to assess the consistency of after-hours recorded messaging and the *Official Languages Act* requirement to actively offer service in both official languages through the use of a standard bilingual greeting on telephone service. Info entrepreneurs, the CBSC in Quebec, also conducted mystery shopping and found the results useful in improving its service approach and quality standards.

## Audits

Several audits undertaken by the federal government have included the CBSCs, notably audits of service quality and the application of the *Official Languages Act*. Results for each of these areas are summarized here.

*Service Quality* — The Auditor General undertook a second audit of service quality in 1999–2000 (*2000 Report of the Auditor General of Canada*, Chapter 1, available at <http://www.oag-bvg.gc.ca>), as a follow-up to a 1996 audit, to assess progress in the implementation of all aspects of the government's commitment to quality service. The same 13 organizations were included in the audit, including selected CBSCs. Recommendations generally indicated that many organizations had made substantial progress but that there were some areas where work was still required. The CBSCs have developed an action plan that will further strengthen their commitment to quality service, particularly in the areas of client consultation, measuring and reporting on standards.



Clients with physical disabilities now have easier access to the resources of the Canada/Saskatchewan Business Service Centre.

*Building on earlier research into accessibility issues, the Canada/Saskatchewan Business Service Centre undertook a needs assessment of the information resources in the centre. As a result of the study, the centre purchased several assistive devices for clients unable to use, for example, a standard mouse. Special software was also purchased for clients with visual disabilities.*

*Official Languages Act* — Treasury Board Secretariat conducted an official languages audit of the CBSCs (available at <http://www.tbs-sct.gc.ca/ollo>). As the CBSCs involve collaborative arrangements with other orders of government, there was a specific interest in determining whether these arrangements affect the ability of the CBSCs to fully meet the requirement to serve members of the public in the official language of their choice. The audit was conducted on all aspects of CBSC service and in all locations except those north of 60° latitude. The results indicated that the CBSCs generally

met their requirements; however, in some areas of the country, service in French and English was not completely comparable. This situation was found in provinces where the demand for service in the other official language is very low (less than 1 percent). A recommendation to clarify what needs to be translated in the centres, as a result of the collaborative arrangements, has been acted on by the CBSCs. Also, a revised and enhanced managers' guide has been developed, clarifying the requirements of the *Official Languages Act* in the CBSCs' specific partnership environment.

# Appendix I:

## Atlantic Canada Opportunities Agency

Fiscal Year 1999–2000 Data

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

### PART 1 — Client Volumes and Work Force

**TABLE 1**

#### Client Volumes

Officer-Assisted Interactions	Volume	Percent
Telephone	29 504	70.0
In-person	9 240	21.9
Fax	191	0.5
E-mail	1 129	2.7
Mail	2 058	4.9
<b>Subtotal Officer-Assisted</b>	<b>42 122</b>	<b>100</b>
Self-Serve Interactions	Volume	Percent
Info-FAX	884	100
IVRS	0	0
<b>Subtotal Self-Serve</b>	<b>884</b>	<b>100</b>
<b>Total</b>	<b>43 006</b>	

**TABLE 2**

#### Work Force

	Volume	Percent
Federal	31	66
Provincial	7	15
Other (may include municipal employees or private sector contractors)	9	19
<b>Total</b>	<b>47</b>	<b>100</b>

**Note:**

The above CBSCs do not use an automated telephone service. All calls are answered by a person.

**Definitions:**

**Assisted** modes of access involve an interaction between the client and a CBSC business information officer. These modes include in-person, telephone, e-mail, fax and mail.

**Self-serve** are modes by which clients can serve themselves using the following methods: Internet (Web visits and IBP sessions), fax-on-demand (Info-FAX), and an automated telephone system (IVRS). CBSC Internet statistics are reported nationally only.

### PART 2 — Other Indicators

**TABLE 3**

#### Client Gender

	Percent
Male	58
Female	42

**TABLE 4**

#### Language of Service

	Percent
English	92
French	8

**TABLE 5**

#### Business Phase

	Percent*
Potential	71
New	10
Established	18

\* Figures do not add up to 100 percent due to rounding.

**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 one year.

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

### PART 3 — Special Services

**TABLE 6**

#### Team Canada Inc Activity

	Volume	Standard Met (Percent)
Telephone	757	93.1

**Notes:**

The service standard for TCI inquiries is to answer 80 percent of the calls within 20 seconds (3 rings). In 1999–2000, the centres exceeded the standard by 13.1 percentage points.

The Team Canada Inc statistics do not include any of the trade call transfers from the Department of Foreign Affairs and International Trade (DFAIT) to the CBSCs because a provincial/territorial breakdown is not available. In total, DFAIT transferred 3677 trade-related inquiries to the network of CBSCs over fiscal year 1999–2000.

# Appendix II:

## Canada Economic Development for Quebec Regions

Fiscal Year 1999–2000 Data

CBSC: Quebec

### PART 1 — Client Volumes and Work Force

**TABLE 1**

#### Client Volumes

Officer-Assisted Interactions	Volume	Percent
Telephone	40 696	77.8
In-person	10 071	19.3
Fax	362	0.7
E-mail	876	1.7
Mail	286	0.5
<b>Subtotal Officer-Assisted</b>	<b>52 291</b>	<b>100</b>
Self-Serve Interactions	Volume	Percent
Info-FAX	13 889	35.2
IVRS	25 600	64.8
<b>Subtotal Self-Serve</b>	<b>39 489</b>	<b>100</b>
<b>Total</b>	<b>91 780</b>	

**TABLE 2**

#### Work Force

	Volume	Percent
Federal	6	23
Provincial	0	0
Other (may include municipal employees or private sector contractors)	20	77
<b>Total</b>	<b>26</b>	<b>100</b>

**Note:**

The “Client Volumes and Work Force” data include the Québec City Satellite Office — Ressources entreprises.

**Definitions:**

**Assisted** modes of access involve an interaction between the client and a CBSC business information officer. These modes include in-person, telephone, e-mail, fax and mail.

**Self-serve** are modes by which clients can serve themselves using the following methods: Internet (Web visits and IBP sessions), fax-on-demand (Info-FAX), and an automated telephone system (IVRS). CBSC Internet statistics are reported nationally only.

### PART 2 — Other Indicators

**TABLE 3**

#### Client Gender

	Percent
Male	63
Female	37

**TABLE 4**

#### Language of Service

	Percent
English	18
French	82

**TABLE 5**

#### Business Phase

	Percent
Potential	54
New	4
Established	42

**Note:**

The “Other Indicators” data exclude the Québec City Satellite Office.

**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 one year.

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

### PART 3 — Special Services

**TABLE 6**

#### Team Canada Inc Activity

	Volume	Standard Met (Percent)
Telephone	3 638	99.3

**Notes:**

The service standard for TCI inquiries is to answer 80 percent of the calls within 20 seconds (3 rings). In 1999–2000, the centres exceeded the standard by 19.3 percentage points.

The Team Canada Inc statistics do not include any of the trade call transfers from the Department of Foreign Affairs and International Trade (DFAIT) to the CBSCs because a provincial/territorial breakdown is not available. In total, DFAIT transferred 3677 trade-related inquiries to the network of CBSCs over fiscal year 1999–2000.

The “Special Services” data exclude the Québec City Satellite Office.

# Appendix III:

## Industry Canada

Fiscal Year 1999–2000 Data

CBSCs: Ontario, Northwest Territories,  
Yukon Territory

### PART 1 — Client Volumes and Work Force

**T A B L E 1**

#### Client Volumes

Officer-Assisted Interactions	Volume	Percent
Telephone	75 614	95.8
In-person	1 449	1.8
Fax	93	0.1
E-mail	1 735	2.2
Mail	17	0.0
<b>Subtotal Officer-Assisted</b>	<b>78 908</b>	<b>100</b>
<b>Self-Serve Interactions</b>	<b>Volume</b>	<b>Percent</b>
Info-FAX	11 864	28.9
IVRS	29 131	71.1
<b>Subtotal Self-Serve</b>	<b>40 995</b>	<b>100</b>
<b>Total</b>	<b>119 903</b>	

**T A B L E 2**

#### Work Force

	Volume	Percent
Federal	11	27
Provincial/Territorial	5	12
Other (may include municipal employees or private sector contractors)	25	61
<b>Total</b>	<b>41</b>	<b>100</b>

**Note:**

Ontario's CBSC is mainly a telecentre and does not have a walk-in service.

**Definitions:**

**Assisted** modes of access involve an interaction between the client and a CBSC business information officer. These modes include in-person, telephone, e-mail, fax and mail.

**Self-serve** are modes by which clients can serve themselves using the following methods: Internet (Web visits and IBP sessions), fax-on-demand (Info-FAX), and an automated telephone system (IVRS). CBSC Internet statistics are reported nationally only.

### PART 2 — Other Indicators

**T A B L E 3**

#### Client Gender

	Percent
Male	58
Female	42

**T A B L E 4**

#### Language of Service

	Percent
English	99
French	1

**T A B L E 5**

#### Business Phase

	Percent*
Potential	66
New	9
Established	24

\* Figures do not add up to 100 percent due to rounding.

**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 one year.

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

### PART 3 — Special Services

**T A B L E 6**

#### Team Canada Inc Activity

	Volume	Standard Met (Percent)
Telephone	10 070	91.7

**Notes:**

The service standard for TCI inquiries is to answer 80 percent of the calls within 20 seconds (3 rings). In 1999–2000, the centres exceeded the standard by 11.7 percentage points.

The Team Canada Inc statistics do not include any of the trade call transfers from the Department of Foreign Affairs and International Trade (DFAIT) to the CBSCs because a provincial/territorial breakdown is not available. In total, DFAIT transferred 3677 trade-related inquiries to the network of CBSCs over fiscal year 1999–2000.

# Appendix IV:

## Western Economic Diversification Canada

Fiscal Year 1999–2000 Data

CBSCs: British Columbia, Alberta,  
Saskatchewan, Manitoba

### PART 1 — Client Volumes and Work Force

**TABLE 1**

#### Client Volumes

Officer-Assisted Interactions	Volume	Percent
Telephone	117 951	36.7
In-person	200 269	62.4
Fax	400	0.1
E-mail	2 203	0.7
Mail	176	0.1
<b>Subtotal Officer-Assisted</b>	<b>320 999</b>	<b>100</b>
Self-Serve Interactions	Volume	Percent
Info-FAX	11 999	21.2
IVRS	44 508	78.8
<b>Subtotal Self-Serve</b>	<b>56 507</b>	<b>100</b>
<b>Total</b>	<b>377 506</b>	

**TABLE 2**

#### Work Force

	Volume	Percent*
Federal	26	37
Provincial	21	30
Other (may include municipal employees or private sector contractors)	24	34
<b>Total</b>	<b>71</b>	<b>100</b>

\* Figures do not add up to 100 percent due to rounding.

**Note:**

The “Client Volumes and Work Force” data include the Calgary Satellite Office — Calgary Business Information Centre.

**Definitions:**

**Assisted** modes of access involve an interaction between the client and a CBSC business information officer. These modes include in-person, telephone, e-mail, fax and mail.

**Self-serve** are modes by which clients can serve themselves using the following methods: Internet (Web visits and IBP sessions), fax-on-demand (Info-FAX), and an automated telephone system (IVRS). CBSC Internet statistics are reported nationally only.

### PART 2 — Other Indicators

**TABLE 3**

#### Client Gender

	Percent
Male	59
Female	41

**TABLE 4**

#### Language of Service

	Percent
English	99
French	1

**TABLE 5**

#### Business Phase

	Percent*
Potential	86
New	3
Established	10

\* Figures do not add up to 100 percent due to rounding.

**Note:**

The “Other Indicators” data include the Calgary Satellite Office.

**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 one year.

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

### PART 3 — Special Services

**TABLE 6**

#### Team Canada Inc Activity

	Volume	Standard Met (Percent)
Telephone	3 365	92.7

**Notes:**

The service standard for TCI inquiries is to answer 80 percent of the calls within 20 seconds (3 rings). In 1999–2000, the centres exceeded the standard by 12.7 percentage points.

The Team Canada Inc statistics do not include any of the trade call transfers from the Department of Foreign Affairs and International Trade (DFAIT) to the CBSCs because a provincial/territorial breakdown is not available. In total, DFAIT transferred 3677 trade-related inquiries to the network of CBSCs over fiscal year 1999–2000.

The “Special Services” data exclude the Calgary Satellite Office.

# Appendix V:

## Most Requested Federal BIS Documents

Program (BIS) Name	Department/Agency	Number of Requests	Percent
Canada Small Business Financing Program	Industry Canada	26 957	10.1
Goods and Services Tax and Harmonized Sales Tax	Canada Customs and Revenue Agency	13 679	5.1
Legal Issues in Starting a Business	Canada Business Service Centres <sup>1</sup>	11 360	4.3
Guide to Market Research and Analysis	Canada Business Service Centres	8 291	3.1
Lending — The Basic Criteria	Canada Business Service Centres	6 725	2.5
<i>Strategis</i>	Industry Canada	6 431	2.4
Dealing With Your Banker and Other Lenders	Canada Business Service Centres	6 307	2.4
Federal Business Incorporation	Industry Canada	5 798	2.2
Interactive Business Planner	Canada Business Service Centres	5 700	2.1
Micro Business Program	Business Development Bank of Canada	5 694	2.1
Forms of Business Organization	Canada Business Service Centres	5 175	1.9
Business Number	Canada Customs and Revenue Agency	4 790	1.8
Importer/Exporter Account Number	Canada Customs and Revenue Agency	4 181	1.6
Young Entrepreneur Financing Program	Business Development Bank of Canada	4 162	1.6
Canadian Company Capabilities	Industry Canada	3 837	1.4
Top 15 most requested federal BIS documents		119 087	44.6
All others		147 912	55.4
<b>Total</b>		<b>266 999</b>	<b>100</b>

1. The Canada Business Service Centres' documents are "how-to" guides that were developed by the National Secretariat with the participation of the CBSCs. They contain a blended form of information, i.e., federal, provincial/territorial and other sources of information.

# Appendix VI:

## National Service Standards

The Canada Business Service Centres continuously strive for cost-effective and user-friendly ways to make business information easily accessible to the small business community in Canada. Represented here is the CBSC service pledge:

- CBSC services are available to anyone and core services are free of charge (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 enquiries are responded to within one business day upon receipt of a request in person, 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 six to nine 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 per year, 24 hours per day, except during periods of system maintenance.
  - Info-FAX is available free of charge, 365 days per year, 24 hours per day, except during periods of system maintenance.
- 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 correct 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 VII:

## CBSC National Evaluation Framework

The objectives of the CBSC National Evaluation Framework are the following:

- to provide a common approach and methodology for the gathering and reporting of information for the evaluation of the CBSCs;
- to ensure that federal evaluation issues are addressed in a consistent manner; and
- to ensure continuity of client and non-client input among the evaluations conducted.

Approximately every 24 months, the Managing Partners call upon independent consultants to evaluate each of their respective CBSCs using set evaluation issues (see below). The Managing Partners respond to the evaluation results. All results are then consolidated, and any common issues across the network are identified and dealt with at the national level by the CBSC Managing Partner Committee.

### Summary of Evaluation Issues

*Rationale* — Does it make sense for the federal government to improve SME start-up, survival and growth rates by giving businesspeople in every part of Canada convenient access to accurate, timely and relevant information and referrals?

*Needs of Clients* — Do the CBSCs meet the needs of clients, intermediaries and partners?

*Impacts and Effects on Clients* — What impact do the centres' products and services have on clients, intermediaries and partners?

*Alternatives* — Can the centres deliver their services in a more cost-effective manner?

*Service Standards* — Are the CBSC service standards being met at the centres?

*Staff Assessment Processes* — Are the centres' staff assessment processes adequate?

*Regional Access Sites* — Are the regional access sites meeting the objectives established for them?

*Team Canada Inc Export Information Service* — Have the CBSCs connected Team Canada Inc clients to the appropriate government export programs, services and expertise?

# Appendix VIII:

## CBSC Contacts and Locations

### British Columbia

Canada/British Columbia Business Service Centre  
601 West Cordova Street  
Vancouver BC V6B 1G1  
Tel.: (604) 775-5525  
Toll-free: 1-800-667-2272 (B.C. only)  
Fax: (604) 775-5520  
Info-FAX: (604) 775-5515  
Toll-free Info-FAX: 1-800-667-2272 (B.C. only)  
E-mail: [askus@ic.gc.ca](mailto:askus@ic.gc.ca)  
Web site: <http://www.sb.gov.bc.ca>

### Alberta

The Business Link  
Business Service Centre  
Suite 100  
10237 104th Street NW  
Edmonton AB T5J 1B1  
Tel.: (780) 422-7722  
Toll-free: 1-800-272-9675  
Fax: (780) 422-0055  
Info-FAX: (780) 427-7971  
Toll-free Info-FAX: 1-800-563-9926 (Alberta only)  
E-mail: [buslink@cbsc.ic.gc.ca](mailto:buslink@cbsc.ic.gc.ca)  
Web site: <http://www.cbsc.org/alberta>

### Saskatchewan

Canada/Saskatchewan Business Service Centre  
122 3rd Avenue North  
Saskatoon SK S7K 2H6  
Tel.: (306) 956-2323  
Toll-free: 1-800-667-4374  
Fax: (306) 956-2328  
Info-FAX: (306) 956-2310  
Toll-free Info-FAX: 1-800-667-9433 (Saskatchewan only)  
E-mail: [saskatooncbpsc@cbsc.ic.gc.ca](mailto:saskatooncbpsc@cbsc.ic.gc.ca)  
Web site: <http://www.cbsc.org/sask>

### Manitoba

Canada/Manitoba Business Service Centre  
Suite 250  
240 Graham Avenue  
P.O. Box 2609  
Winnipeg MB R3C 4B3  
Tel.: (204) 984-2272  
Toll-free: 1-800-665-2019  
Fax: (204) 983-3852  
Info-FAX: (204) 984-5527  
Toll-free Info-FAX: 1-800-665-9386  
Toll-free TTY: 1-800-457-8466  
E-mail: [manitoba@cbsc.ic.gc.ca](mailto:manitoba@cbsc.ic.gc.ca)  
Web site: <http://www.cbsc.org/manitoba>

### Ontario

Canada/Ontario Business Service Centre  
Toronto ON M5C 2W7  
Tel.: (416) 954-INFO (4636)  
Toll-free: 1-800-567-2345 (Ontario only)  
Fax: (416) 954-8597  
Info-FAX: (416) 954-8555  
Toll-free Info-FAX: 1-800-240-4192 (Ontario only)  
E-mail: [info@cobsc.org](mailto:info@cobsc.org)  
Web site: <http://www.cbsc.org/ontario>

### Quebec

Info entrepreneurs  
Suite 12500, Plaza Level  
5 Place Ville Marie  
Montréal QC H3B 4Y2  
Tel.: (514) 496-INFO (4636)  
Toll-free: 1-800-322-INFO (4636)  
Fax: (514) 496-5934  
Info-FAX: (514) 496-4010  
Toll-free Info-FAX: 1-800-322-4010  
E-mail: [infoentrepreneurs@cbsc.ic.gc.ca](mailto:infoentrepreneurs@cbsc.ic.gc.ca)  
Web site: <http://infoentrepreneurs.org>

## Nova Scotia

Canada/Nova Scotia Business Service Centre  
1575 Brunswick Street  
Halifax NS B3J 2G1  
Tel.: (902) 426-8604  
Toll-free: 1-800-668-1010 (Atlantic only)  
Fax: (902) 426-6530  
Info-FAX: (902) 426-3201  
Toll-free Info-FAX: 1-800-401-3201 (Atlantic only)  
TTY: (902) 426-4188  
Toll-free TTY: 1-800-797-4188 (Atlantic only)  
E-mail: [halifax@cbpsc.ic.gc.ca](mailto:halifax@cbpsc.ic.gc.ca)  
Web site: <http://www.cbpsc.org/ns>

## New Brunswick

Canada/New Brunswick Business Service Centre  
570 Queen Street  
Fredericton NB E3B 6Z6  
Tel.: (506) 444-6140  
Toll-free: 1-800-668-1010 (Atlantic only)  
Fax: (506) 444-6172  
Info-FAX: (506) 444-6169  
Toll-free Info-FAX: 1-800-401-3201 (Atlantic only)  
TTY: (506) 444-6166  
Toll-free TTY: 1-800-887-6550 (Atlantic only)  
E-mail: [cbpsnb@cbpsc.ic.gc.ca](mailto:cbpsnb@cbpsc.ic.gc.ca)  
Web site: <http://www.cbpsc.org/nb>

## Prince Edward Island

Canada/Prince Edward Island Business Service Centre  
75 Fitzroy Street  
P.O. Box 40  
Charlottetown PE C1A 7K2  
Tel.: (902) 368-0771  
Toll-free: 1-800-668-1010 (Atlantic only)  
Fax: (902) 566-7377  
Info-FAX: (902) 368-0776  
Toll-free Info-FAX: 1-800-401-3201 (Atlantic only)  
TTY: (902) 368-0724  
E-mail: [pei@cbpsc.ic.gc.ca](mailto:pei@cbpsc.ic.gc.ca)  
Web site: <http://www.cbpsc.org/pei>

## Newfoundland

Canada/Newfoundland and Labrador Business Service Centre  
90 O'Leary Avenue  
P.O. Box 8687  
St. John's NF A1B 3T1  
Tel.: (709) 772-6022  
Toll-free: 1-800-668-1010 (Atlantic only)  
Fax: (709) 772-6090  
Info-FAX: (709) 772-6030  
Toll-free Info-FAX: 1-888-772-6030 (Atlantic only)  
E-mail: [st.johns@cbpsc.ic.gc.ca](mailto:st.johns@cbpsc.ic.gc.ca)  
Web site: <http://www.cbpsc.org/nf>

## Northwest Territories

Canada/Northwest Territories Business Service Centre  
8th Floor, Scotia Centre  
P.O. Box 1320  
Yellowknife NT X1A 2L9  
Tel.: (867) 873-7958  
Toll-free: 1-800-661-0599  
Fax: (867) 873-0101  
Info-FAX: (867) 873-0575  
Toll-free Info-FAX: 1-800-661-0825  
E-mail: [yel@cbpsc.ic.gc.ca](mailto:yel@cbpsc.ic.gc.ca)  
Web site: <http://www.cbpsc.org/nwt>

## Yukon Territory

Canada/Yukon Business Service Centre  
Suite 201  
208 Main Street  
Whitehorse YT Y1A 2A9  
Tel.: (867) 633-6257  
Toll-free: 1-800-661-0543  
Fax: (867) 667-2001  
Info-FAX: (867) 633-2533  
Toll-free Info-FAX: 1-800-841-4320 (Yukon only)  
E-mail: [yukon@cbpsc.ic.gc.ca](mailto:yukon@cbpsc.ic.gc.ca)  
Web site: <http://www.cbpsc.org/yukon>

## Nunavut

Canada/Nunavut Business Service Centre  
Entrance E  
1088 Noble House  
Iqaluit NT X0A 0H0  
Tel.: (867) 979-6813  
Toll-free: 1-877-499-5199 (Nunavut only)  
Fax: (867) 979-6823  
Toll-free fax: 1-877-499-5299  
E-mail: [cnpsc@gov.nu.ca](mailto:cnpsc@gov.nu.ca)  
Web site: <http://www.cbpsc.org/nunavut>