



Canada Economic Development for Quebec Regions

2002-2003
Estimates

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

Part I – The Government Expenditure Plan provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

Part III – Departmental Expenditure Plans which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are tabled in the spring and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

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2002 - 2003 ESTIMATES

REPORT ON PLANS AND PRIORITIES

Allan Rock

Minister responsible for the
Economic Development Agency of Canada
for the Regions of Quebec



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1.1 MINISTER'S PORTFOLIO MESSAGE

Today, our people, our universities and our industries are successfully competing around the globe. At the same time, we have a democratic society and way of life that continues to be judged one of the best in the world. To continue our economic growth and social development, indeed, to continue our success as a nation, we must strive to be among the best in creating and commercializing new knowledge. We are committed to building a world-leading, knowledge-based economy and we need to be more innovative to stay competitive.

To support a nation of innovators, we are investing in the skills and abilities of all Canadians so that they can actively contribute to and participate in today's knowledge-based economy. By harnessing our human potential and talent, we can continue our economic success.

The Government of Canada is investing in research and development to improve the capability of our universities and private sector firms to compete internationally. To foster a culture of innovation, we are creating an environment that is favourable to innovation, an environment of trust and confidence, where the public and private interests are protected and there are marketplace incentives for innovation.

Whether stimulating the creation and use of knowledge, supporting the creation and development of businesses and industries, promoting inclusive economic growth, or ensuring a fair and equitable marketplace, each of the fifteen member organizations of the Industry Portfolio is contributing to Canada's innovation strategy. Their work with public and private sector partners across the country is key to Canada's success.

I am pleased to present the *2002-2003 Report on Plans and Priorities* for Canada Economic Development for Quebec Regions which describes their expected achievements and results over the next three years. The Agency's mandate is to promote the economic development of the regions of Quebec, paying special attention to those experiencing slow economic growth and inadequate employment, with a view to the enhancement of prosperity and employment in the long term. To that end, the Agency focusses on two main areas of activity: enterprise development, and improvement of the environment for economic

The Industry Portfolio organizations are:

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

* *Not required to submit a Report on Plans and Priorities.*

development of the regions. Over the next few years, special emphasis will be placed on supporting the development of a culture of innovation among SMEs and improving their productivity and competitive positioning.

To secure Canada's continued success in the 21st century, we are committed to nurturing and developing the potential of all our citizens in every community across our nation. By investing in organizations like the Canada Economic Development for Quebec regions, we will continue building an innovative economy and society for the benefit of all Canadians.

The Honourable Allan Rock
Minister responsible for the
Economic Development Agency of Canada
for the Regions of Quebec

1.2 MESSAGE FROM THE SECRETARY OF STATE

The industrialized economies are currently undergoing a period of major structural change. The fast pace of globalization, trade liberalization, the knowledge economy, electronic business, sustainable development, the growing use of technology and new forms of organization are all phenomena which demand unprecedented adaptability. Market conditions are far different from those prevailing a few short years ago.

In this new context, enterprises' performance increasingly depends on their ability to innovate and to use their knowhow effectively both within and outside the organization. To remain competitive, enterprises have to react rapidly in order to respond effectively to the constant, rapidly occurring changes stemming from this new environment. They also have to act beyond their traditional fields of activity so as to optimize supply, participate in larger business networks, acquire support resources, market their product and nurture close, sustained relations with clients and partners.

The regions are no longer developing as they did in the past; capital, labour and enterprises are more mobile than ever and tend increasingly to concentrate in or near large urban areas. This concentration is one of the more visible consequences of globalization and development of the knowledge economy. This phenomenon presents an additional challenge to the economies of the remote regions.

This *Report on Plans and Priorities 2002-2003* is characterized by continuity and the consolidation of the Agency's main approaches and activities, as put forward over the past few years. The Agency will continue to focus on two main areas of activity: enterprise development, and improvement of the environment for economic development of the regions.

Development of a culture of innovation among enterprises is at the core of a modern vision of regional economic development. To innovate, enterprises have not only to acquire new competencies and adopt new technology, but also partake of knowledge infrastructure and networks that will foster the development and transfer of knowledge and the translation of knowledge into business success.

That is why Canada Economic Development intends to intensify its activities in the fields of innovation and productivity, and to include testing of and experimentation with new products or processes for regions whose economy depends essentially on natural resources. The Agency will also continue to support the development of enterprises that seek to enhance their competitiveness, either by implementing new business practices or by marketing their products internationally. Finally, the growth of technological enterprises and the development of small local and regional enterprises, through a special partnership with Community Futures Development Corporations (CFDCs), will also remain priorities.

At the local and regional level, the Agency will continue to pay special attention to regions experiencing difficulty adapting to the new world economic environment. The Agency intends to make every effort to ensure that new development opportunities benefit every Quebec region and that no region is left by the wayside. This approach of seeking a balance among the regions is the expression of a profoundly Canadian value — that of sharing.

Canada Economic Development will continue its support for the implementation of projects with positive ripple effects on the development of regional economies. With local and regional partners and in conjunction with other Government of Canada departments and agencies, the Agency will also support the economic enhancement of regional assets and participate in consolidating the regions' knowledge infrastructure. Finally, the Agency intends to help communities and regions foresee and accurately gauge emerging strategic issues so they can mobilize and work together more effectively to meet those challenges.

That is the spirit in which Canada Economic Development will join those investing their heart, talent and future in their efforts to develop the economy of their regions and ensure the prosperity of their communities.

The Honourable Claude Drouin
Secretary of State
Economic Development Agency of Canada
for the Regions of Quebec

1.3 MANAGEMENT REPRESENTATION STATEMENT

REPORT ON PLANS AND PRIORITIES 2002-2003

I submit, for tabling in Parliament, the *2002-2003 Report on Plans and Priorities* (RPP) for the Economic Development Agency of Canada for the Regions of Quebec.

To the best of my knowledge the information in this document:

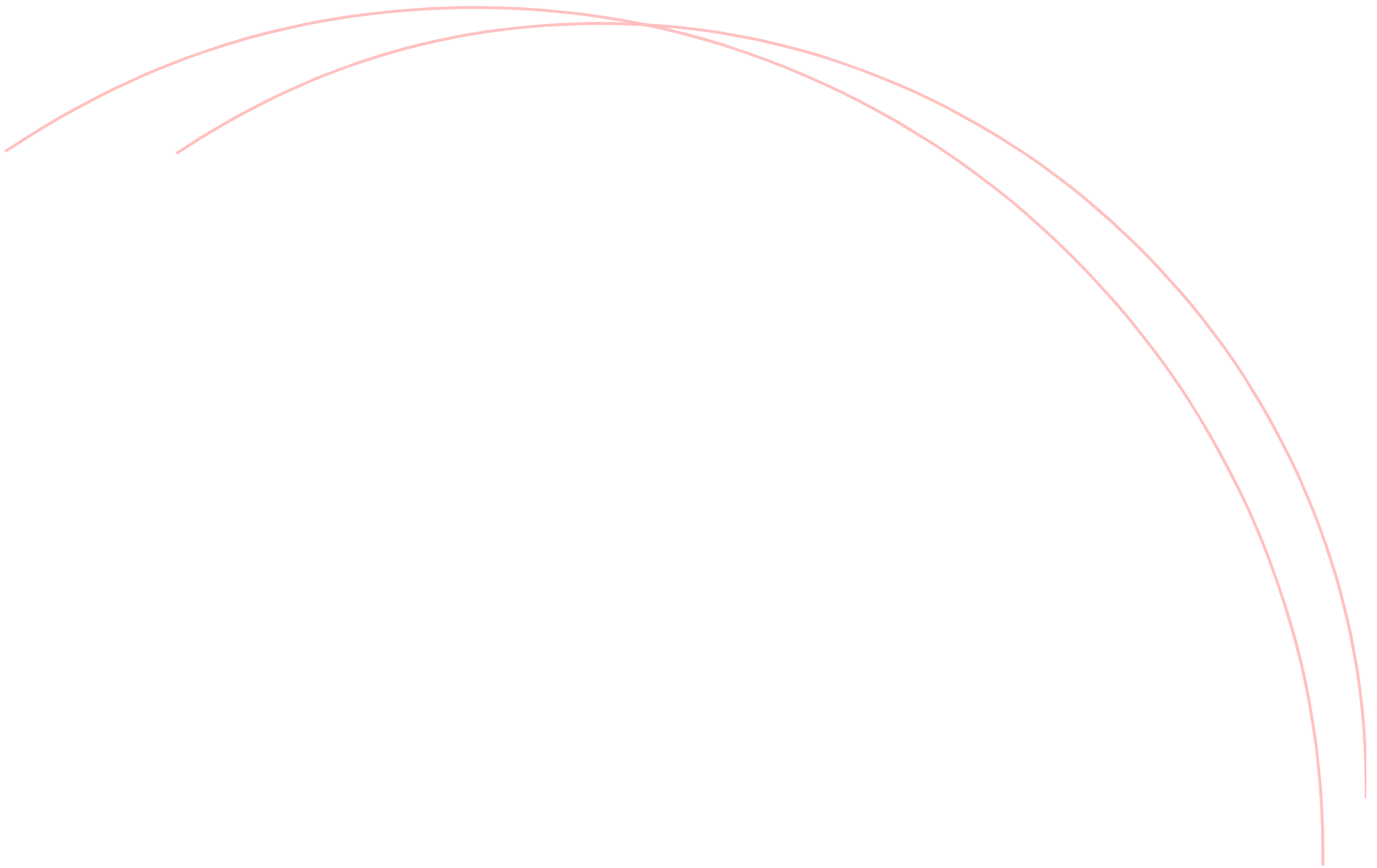
- Accurately portrays the organization's plans and priorities;
- Is consistent with the reporting principles contained in the *Guidelines for Preparing a Report on Plans and Priorities*;
- Is comprehensive and accurate;
- Is based on sound underlying departmental information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RPP production.

The Planning, Reporting and Accountability Structures (PRAS) on which this document is based were approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

André Gladu
Deputy Minister

Date: _____



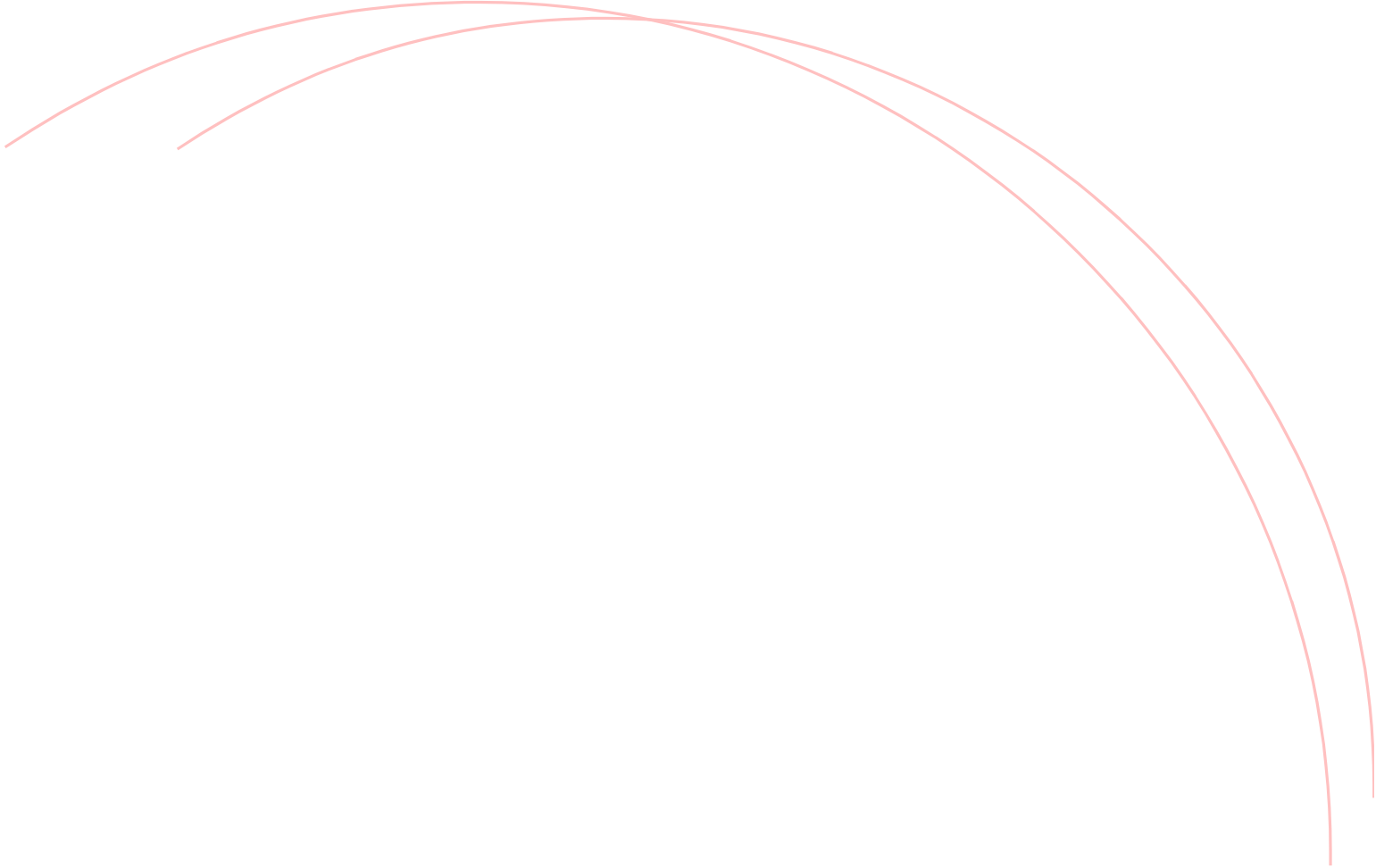


2.1 AGENCY MANDATE

Part II of the *Department of Industry Act*, assented to in March 1995, defines the responsibilities of the Minister responsible for Canada Economic Development. In terms of regional economic development in Quebec, the Minister responsible for the Agency oversees the creation of approaches, policies and programs, the delivery of programs and services, the establishment of co-operative relationships with partners, and the analysis and dissemination of information.

In this context, Canada Economic Development's mandate is to promote the economic development of the regions of Quebec, paying special attention to those experiencing slow economic growth and inadequate employment, with a view to the enhancement of prosperity and employment in the long term.

As a key team player in Quebec, the Agency works proactively, in close co-operation with several Government of Canada departments and agencies and a multitude of local and regional stakeholders whose activities influence the economic development of the regions of Quebec.



Section III - Plans and Priorities by Strategic Outcomes



A MAIN CHANGES, CONTEXT AND STRATEGIC APPROACHES

3.1 MAIN CHANGES

Several major interventions carried out since the *Report on Plans and Priorities 2001-2002* was tabled are worthy of mention:

Increased efforts to energize the culture of innovation among SMEs

In November 2001, the Secretary of State responsible for Canada Economic Development announced that the innovation area of activity of the IDEA-SME program would be broadened to include a productivity component, with a view to improving the performance of SMEs, particularly those in traditional sectors. This initiative, with a \$110-million budget envelope, is aimed at encouraging enterprises to implement a planned approach, including diagnosis, action plan and activities to foster their competitive positioning. Special emphasis will be placed on remote regions, far from urban centres, whose economy relies heavily on natural resources, with support provided in particular for testing and experimentation activities.

In the same vein, the Agency will support Quebec's association of industrial research directors, ADRIQ (*Association des directeurs de la recherche industrielle du Québec*), to establish a network of advisors dedicated to promoting innovation-oriented programs and services, notably tax credits for research and development, and to make it operational for two years, so as to foster development of innovation in Quebec SMEs.

In addition, Canada Economic Development and National Research Council Canada also joined forces to set up two research centres, the Aluminum Technology Centre in the

Saguenay – Lac-Saint-Jean region (total project cost - \$57 million), whose activities will foster the creation of enterprises specializing in secondary and tertiary aluminum processing, and Montreal's Aerospace Manufacturing Technology Centre (total project cost - \$46.5 million), whose mission will be to reinforce the technological infrastructure of the manufacturing technology sector to the benefit of small and medium-sized enterprises in the aerospace industry.

Support for establishment of the Papiers Gaspésia Inc. mill in Chandler, in Gaspésie

In August 2001, the Secretary of State responsible for Canada Economic Development announced financial participation of \$80 million for a project to establish the Papiers Gaspésia Inc. mill in Chandler, in Gaspésie. This project is a concrete expression of the commitment made by the Government of Canada, in recognition of the exceptional nature of the socio-economic situation in Gaspésie – Îles-de-la-Madeleine.

Renewal of the partnership agreement with Quebec's Community Futures Development Corporations (CFDCs) and Business Development Centres (BDCs)

The Agency renewed in March 2001, for a five-year period, the partnership agreement with Quebec's 54 Community Futures Development Corporations (CFDCs). This agreement, with a budget envelope of more than \$103 million, will enable the CFDCs to continue offering facilitation, consensus-building, consulting and financing services to rural communities and enterprises.

Two new CFDCs — known in Quebec by their French acronym, SADC — also opened for business during the past year, bringing their number up to 56: SADC de Lotbinière, and SADC du Suroît-Sud. The creation of these two CFDCs is consistent with the Government of Canada's commitment to equip Quebec regions with the tools and the means to fully realize their economic development potential.

Finally, the Agency renewed its partnership agreement with the seven Business Development Centres (BDCs), for a two-year period, and signed a first agreement with the other two BDCs which were not party to the original agreement. This new agreement will enable the BDCs to pursue their mission of consulting and financial assistance to SMEs. It also includes provisions concerning promotion of Government of Canada programs and services and monitoring of the investment portfolio.

Implementation of new Regional Strategic Initiatives (RSI)

With a view to responding to major issues identified in various Quebec regions and contributing to the implementation of strategies and action plans arising from them, the Agency in June 2001 announced funding of the Côte-Nord RSI, with a budget envelope of some \$10 million and, in October 2001, of the Centre-du-Québec RSI, whose implementation will require investment of \$22 million. Also, the Bas-Saint-Laurent RSI, with a \$26.2-million budget, was renewed for a four-year period.

Enhancement of client services

The Agency signed a three-year memorandum of understanding with Canadian Heritage under the Interdepartmental Partnership with the Official-Language Communities (IPOLC), a program whose goal is to foster the establishment of lasting partnerships for the

development of Quebec's English-speaking communities.

3.2 PLANNING CONTEXT

3.2.1 Economic context in Quebec

Quebec context and issues

The Quebec economy is open to the outside world and diversified, and is gradually adapting to the changing world economy and increasingly based on high technology sectors and enterprises. The strong growth in foreign trade since the North American Free Trade Agreement (NAFTA) came into effect is proof positive of this. In fact, Quebec exports of high value-added products such as aerospace, computer and telecommunications equipment have for some years outstripped exports of natural resources. Nonetheless, traditional sectors still hold an important place in Quebec's industrial structure. Overall, these SMEs have difficulty keeping up with evolving technology and markets and do not innovate sufficiently.

Innovation is one of the main sources of economic growth and long-term improvements in the standard of living. Innovation is closely linked to investment in research and development (R&D). In that regard, the Quebec economy has kept up its momentum of the past few years. While R&D is still heavily concentrated in a few major corporations, the number of enterprises actively conducting R&D has more than doubled in a decade. Quebec has for more than 10 years ranked first among Canadian provinces for its R&D / GDP (gross domestic product) ratio, which rose from 1.7% in 1990 to 2.4% in 1999.

In the coming years, enterprises' ability to innovate, integrate electronic business and manage environmental risks will be crucial for business development, and especially for

obtaining the capital necessary for their expansion, extending their clientele and establishing partnerships with prime manufacturers. In many cases, these new ways of doing business will require a re-engineering of enterprises' business strategies and internal structure.

Harder economic times ahead

Following two years of sustained growth, Quebec's economy began to slow down in 2001. The events of September 11, 2001 exacerbated the situation and led to instability, at least in the short term. Overall, Quebec is better placed now than in the last recession in the early 1990s. Indeed, the economy is more diversified as a result of the restructurings of the past decade. Also, interest rates are low, inflation is well under control, governments have put their public finances in order, and income tax cuts could sustain and even stimulate consumer demand.

Remote regions

Economic activity in the remote regions is based primarily on the harvesting of natural resources and is consequently more exposed to the ups and downs of the international economic situation. Also, the new economy remains principally an urban phenomenon. Some remote regions, which have been experiencing difficulty for many years, appear ill equipped to take advantage of the spinoffs associated with the knowledge economy and the emergence of new sectors, such as new information and communications technology (NICT). Access to the skills required for integration of NICT, so as to be able to deal with the new technological imperatives, is a major issue for the remote regions.

These regions also have to contend with difficult problems. These vast, sparsely populated regions will continue to be hit in the coming years by a declining population, particularly among young people. The lack of a new generation is an additional factor that

is likely to discourage the establishment of new enterprises or even the retention of existing enterprises requiring new skills. Support for remote regions, to help them deal with significant structural changes and face the challenges of the new economy, is a major public policy challenge.

Metropolitan Montreal

Greater Montreal accounts for 46% of Quebec's population and 55% of its GDP. Following a difficult period of adjustment, the region has been asserting itself for some years as a location for production of goods and services increasingly requiring creativity, knowhow and advanced technology. The region has thus developed substantial competitive and strategic advantages in several leading-edge sectors, including aerospace, telecommunications, pharmaceuticals, information technology, biotechnology and health industries. With more than 2,200 institutions actively involved in R&D and its numerous public institutions of research and higher education, Montreal is Quebec's R&D hub.

Montreal is establishing itself as an international metropolis with the presence of more than 70 head offices of international agencies. But, while this sound performance from the Montreal economy is encouraging, it should not disguise the distance yet to be travelled. For a series of key indicators such as employment level, unemployment rate and income per inhabitant, Montreal still lags behind North America's 24 main metropolitan areas (its 8.0% average jobless rate for 2001 remains higher than the rates in Toronto and Vancouver, 6.2% in both cases, and exceeds the Canadian average of 7.2%). In order to maintain past gains, continue the restructuring that has been initiated and successfully sustain the competition from other metropolitan areas in North America, the region will have to continue to develop its high-technology niches, consolidate its international outreach and develop its networks.

Metropolitan Quebec City and Gatineau area

Public administration is one of the main employers in metropolitan Quebec City and the Gatineau area. For many years, development efforts have focussed on diversification of the regional economic fabric, since these regions now boast a growing pool of enterprises and institutions operating in promising knowledge-based sectors.

In fact, through their institutions of higher education and their research centres, metropolitan Quebec City and to a lesser extent the Gatineau area have also established themselves in certain new-economy niches, such as laser optics, new information and communications technology (NICT) and the biomedical sector for the Quebec City region.

Intermediate urban centres

The Sherbrooke, Trois-Rivières and Chicoutimi-Jonquière metropolitan areas and the Rimouski and Rouyn-Noranda urban areas are building on their university and research centres as gateways to the knowledge economy. The specialized expertise of these centres in forestry, mining or fishery resource management enables them to harness their scientific knowhow and invest in niches which could bode well for development. Nevertheless, the economic situation in these urban areas, which was already cause for concern, has worsened over the past year following the slowdown in the world economy. Compounding this are the low demographic growth in some of these regions and the migration of young people toward larger urban centres.

The urban portions of the Centre-du-Québec and Chaudière-Appalaches regions are home to a dynamic manufacturing sector, particularly in the Drummondville, Victoriaville and Beauce areas.

3.2.2 Government of Canada priorities

With an active presence in every region of Quebec, the Agency works to support, promote and bring to reality ideas for enhancing the vitality and outreach of the Quebec economy. It thus fulfils the Government of Canada's commitment to promoting equality of opportunity for all Canadians and fostering the economic development of the regions.

As a member of the Industry Portfolio, Canada Economic Development regularly readjusts its approaches and ways of operating so as to contribute actively to the realization of major national priorities, especially those aimed at:

- increasing Canadians' prosperity and quality of life by making Canada a world leader in the knowledge economy, by building on innovation and the pursuit and acquisition of competencies;
- contributing to the development of Canadian communities — urban, rural, Aboriginal or multicultural — in order to cater as far as possible to their individual needs;
- fostering sustainable development and a healthier environment.

To this end, the Agency builds on two areas of activity: enterprise development, and improvement of the environment for economic development of the regions of Quebec. With the co-operation of various partners, it devotes much effort to helping enterprises enhance their competitiveness and innovation capability. It does the same to support the regions in their desire to make the most of their assets and energize their economies.

With respect to service delivery, the Agency follows the four major principles set out in the Management Framework for the Government of Canada, which may be summarized as:

making Canadians the focus of government concerns; espousing optimal democratic, ethical and professional values; focussing management on the attainment of concrete results; and ensuring judicious use of public funds.

3.3 STRATEGIC APPROACHES

3.3.1 Development issues

In view of the economic context, major national priorities and the new dominant question of development, Canada Economic Development has chosen to concentrate its activities on four main economic development issues which represent, for SMEs and the regions of Quebec, as many development opportunities to be grasped as challenges to be met:

Changing world economic environment

The first issue concerns the changing world economic environment, which requires Quebec's regions and enterprises to enter the new economic environment dynamically. This involves the regions and enterprises learning to master the new competitiveness factors introduced by the advent of the knowledge economy; meeting the need for continuous, ever-faster innovation; participating in networks of partners to keep up with the growing complexity of technology and markets; and grasping new business opportunities arising from market globalization and rapidly growing demand worldwide for certain categories of products and services.

Local contribution to development of its economy

The second issue involves increasing the participation of local stakeholders in the development of their economy. This issue requires that development be taken in hand by local and regional stakeholders; preparation of an upcoming generation

interested in contributing to their region's economic development, thereby reducing the exodus toward urban centres; and greater participation in the business world by certain groups of citizens who have traditionally been less involved.

Development of economic zones in difficulty

The third issue, development of economic zones in difficulty, concerns the participation of regions remote from major urban centres in the growth of the new economy. At present, this type of economy is developing primarily in urban settings; outlying regional economies are drawing little benefit from development of the new industrial sectors, the engines of economic development. Several Quebec regions traditionally focussed on the harvesting of natural resources are going through difficult economic transitions, associated not only with the problem of resource sustainability, but also and above all with the move to a knowledge economy. This therefore involves more clearly identifying and understanding the various phenomena at issue so as to design appropriate strategies for providing adequate support for economic development of these regions.

Sustainable development

The fourth issue, sustainable development, aims to reconcile local and regional economic development and environmental compliance. Enterprises have to continue adapting to new environmental requirements. For their part, enterprises in the environmental technology and services sector are seeing new business opportunities appear. As to communities, their economic development strategies must incorporate the environmental aspects. In short, this issue is to integrate the dimension of sustainable development and its many facets into the Agency's decision-making processes and encourage the network of partners to promote this concept vis-à-vis enterprises and the regions.

3.3.2 Strategic targets

To work on these issues, the Agency has set itself seven targets, divided into two main areas of activity:

- enterprise development, which includes:
 - 1.1 - general information and awareness;
 - 1.2 - establishment of strategic enterprises;
 - 1.3 - enhancement of SMEs' competitiveness through the adoption of new business practices, innovation or marketing;
 - 1.4 - development of small enterprises of local and regional scope.
- improvement of the environment for economic development of the regions, which includes:
 - 2.1- enhancement of local capability to energize development of the local economy;
 - 2.2 - economic enhancement of regional assets;
 - 2.3 - development and reinforcement of knowledge-based competitive advantages.

The two main areas of activity inform the planning of the Agency's activities, as may be seen from the strategic outcomes, priorities and plans presented in sections 3.4, 3.5 and 3.6 of this Report.

3.3.3 Programming

To support the development of enterprises and contribute to the improvement of the environment for economic development of the regions, the Agency offers financial assistance and non-financial services to SMEs, the organizations which support them, and Quebec's different communities and regions.

Financial assistance programs

IDEA-SME: This program primarily targets enterprise development. Its goal is to foster the growth of business generated by enterprises in all regions of Quebec by facilitating, among other things, access to relevant information, awareness of enterprises' development issues, establishment of strategic enterprises, and consolidation of their competitiveness through new business practices, innovation and marketing. The program complements various activities undertaken with respect to specialized consulting services and dissemination of strategic information, and under co-operation agreements.

Regional Strategic Initiatives (RSI): This program aims to support activities in response to major issues identified in various Quebec regions through a process of consultation, joint action, mobilization and follow-up involving various local economic players. The program aims to increase technological capability so as to encourage the use of the most appropriate technologies and their adaptation by SMEs. The program also helps develop the tourist attraction potential of the regions as well as increasing the attraction capability of activities of an international character. Finally, the program is used to support the regions in their efforts to adapt to the new global economic environment, particularly in rural areas.

Community Futures Program (CFP): This national program provides support to communities in all parts of the country for taking charge of their own local economic development. In Quebec, the CFP provides financial support for the Community Futures Development Corporations (CFDCs), Community Economic Development Corporations (CEDCs) and Business Development Centres (BDCs).

Special Fund for the Economic Development and Adjustment of Quebec Fishing Communities (Coastal Quebec):

This fund — ending on March 31, 2003 — involves the implementation of measures to support the economic and community development of communities affected by the restructuring of the fishing industry on the North Shore, in Gaspésie – Îles-de-la-Madeleine, and in adjacent fishing communities.

Canadian Support Program for the Gaspésie – Îles-de-la-Madeleine Economy:

This program is a special measure to improve the economic situation in Gaspésie. It is in addition to the Agency's regular activities and gives priority to enhancement of federal infrastructure, development of medium-sized enterprises, young people, local empowerment and emerging initiatives.

Other financial assistance programs for which the Agency is the agent

Infrastructure Canada Program: The objective of this program is to upgrade municipal infrastructure in Quebec and enhance Canadians' quality of life, through investment targeting the quality of the environment, long-term economic growth and upgrading of community infrastructure. The Agency acts on behalf of the Government of Canada as the federal department responsible for implementation in Quebec.

Canada Small Business Financing Act (CSBFA): The objective of the Canada Small Business Financing program is to encourage participating lending institutions to increase the availability of loans for the establishment, expansion, modernization and improvement of small business enterprises. Application of this law is the responsibility of the Department of Industry, as are all its administrative arrangements, but the costs of this program in Quebec are reported in the Agency accounts.

Non-financial services

Delivery of non-financial services is another important element in the Agency's strategy to foster enterprise development or contribute to improvement of the environment for development of the regions.

The Agency is active in presenting economic facilitation activities in Quebec communities. In this way, it aims to inform and raise the awareness of economic development stakeholders to the new emerging development factors, while seeking to mobilize them and create partnerships to elicit the implementation of initiatives that will generate significant spinoffs for the regions concerned.

The Agency also fosters the dissemination of general or strategic information (on business opportunities, new business practices, emerging issues, strategic watch, etc.) aimed at SMEs and the organizations supporting them. This dissemination occurs through the Agency's direct activities, but primarily through its network of partners.

In a concern for development, organizational learning and mobilization of development players, the Agency intends to continue its efforts concerning synthesis, dissemination, transfer and sharing of knowledge drawn in particular from its Observatory's work. The results of this work are at the heart of economic intelligence activities on trends, issues and emerging practices with respect to regional economic development.

Finally, the facet of advocacy within the Government of Canada and public consultation on local and regional economic development issues is another Agency area of activity. In this regard, the Agency contributes to defending the interests of the regions of Quebec and stakeholders by contributing notably to the establishment of policies and programs and supporting the implementation of initiatives, such as ministerial tours.

3.3.4 Main challenges for the next year

To respond effectively to the various issues which concern it, the Agency has to make some choices and focus its efforts on a number of specific challenges. The Agency's main challenges for the next year were identified in a spirit of continuity and consolidation with the approaches and activities of the past few years.

Over the coming year, the Agency intends to focus on developing a culture of innovation among enterprises which is at the core of a modern vision of regional economic development. To innovate, enterprises have not only to acquire new competencies and adopt new technology, they have also to build on a combination of infrastructure and knowledge networks.

In that context, the Agency intends, over the next year, to:

- intensify its activities with respect to innovation and productivity, including sustainable development and testing and experimentation activities on new products or processes for regions whose economy depends on natural resources;
- pay special attention to regions experiencing difficulty adapting to the new economic context;
- consolidate its partnership agreements in order to reinforce and develop its leverage effect from a network of active, dynamic partners in each of Quebec's regions.

With respect to delivery of services to clients, the Agency intends, over the next year, to:

- participate actively in the mobilization of the economic development players of the regions of Quebec by focussing on the dissemination, transfer and sharing of knowledge drawn notably from its Observatory's work with a view to

contributing to drawing out a shared understanding of the main emerging issues;

- continue implementation of the *Government On-line* initiative in order to provide broader access to Agency advisors, programs and services;
- deploy the new communication strategy that will focus primarily on promotion of the Agency's programs and services on a regional basis.

In this context, the Agency plans to divide its efforts between its two areas of activity as follows: 60% of the contribution and grant budget to enterprise development, and 40% to improvement of the environment for economic development of the regions.

B STRATEGIC OUTCOMES, PRIORITIES AND PLANS

This section presents the Agency's three strategic outcomes, including priorities and the indicators that will be used to monitor them, as well as plans and examples of planned results for the next three years (2002-2005). The increase in budgets and full-time equivalents, as presented in section 4.3, enables the Agency to plan for higher anticipated results than those submitted last year.

3.4 STRATEGIC OUTCOMES #1: Foster enterprise development

Resources: \$373 million in contributions and grants over three years

PRIORITIES	PLANS AND PLANNED RESULTS 2002-2005
<p>1.1 General information and awareness</p> <p>Improve enterprises' access to general information likely to inform their business decisions</p> <p>Example of anticipated results:</p> <p>Main follow-up indicators:</p>	<ul style="list-style-type: none">Improve enterprises' access to general information on government programs and servicesEnable business executives to develop an overall appreciation of the main issues affecting business development in the new global economic environment <p>answer 800,000 requests for information</p> <p>number of participants in activities; level of satisfaction with services delivered</p>
<p>1.2 Establishment of strategic enterprises</p> <p>Support the establishment of enterprises in economic activities deemed strategic for a region's development</p> <p>Example of anticipated results:</p> <p>Main follow-up indicators:</p>	<ul style="list-style-type: none">Foster pre-startup, startup and early expansion phases of enterprises deemed strategic for a region's economic developmentFoster construction, expansion or modernization of means of production (plants, workshops, etc.) by enterprises deemed strategic for a region's economic development <p>600 entrepreneurs having completed their pre-startup or startup projects for new SMEs, five incubators created in different sectors; support for establishment of the Papiers Gaspésia Inc. mill and 260 jobs created</p> <p>number of enterprises in pre-startup, startup and expansion; amounts invested by promoters; number of jobs created</p>

PRIORITIES**PLANS AND PLANNED RESULTS 2002-2005****1.3.1 Competitiveness / New business practices (NBP)**

Increase the number of enterprises harnessing new business practices to maintain and reinforce their competitiveness

- Improve enterprises' access to specialized information on advanced business practices, and enable their executives to develop a better appreciation of the underlying issues
- Foster development of enterprises' competencies with respect to the use of advanced business practices
- Foster implementation of advanced business practices in enterprises to reinforce their competitiveness

Examples of anticipated results:

2,000 SMEs made aware of or having developed competencies for new business practices; 350 enterprises made aware of and accompanied in electronic business; 250 SMEs having adopted new business practices

Main follow-up indicators:

number of participants in activities; level of satisfaction with services received; number of enterprises implementing new business practices; number of jobs created and maintained

1.3.2 Competitiveness / Innovation in processes, equipment and products

Increase enterprises' ability to adapt and test a new or improved product, service or production process

- Improve enterprises' access to specialized information on innovation, technology and design, and enable enterprise executives to develop a better appreciation of the issues innovation represents for development of their enterprises
- Foster development of enterprises' skills with respect to management of innovation and knowhow, and to technology and design
- Foster development of new or improved products, services or processes
- Foster enhanced productivity in enterprises

Examples of anticipated results:

3,000 SMEs made aware of technological innovation and productivity; 800 SMEs visited by an engineer to assess their technological capabilities; 75 enterprises having carried out testing and experimentation projects; 175 diagnoses carried out to enhance productivity; 400 enterprises having developed products / processes or enhanced productivity

Main follow-up indicators:

number of participants in activities; level of satisfaction with services received; number of new and/or improved products; number of enterprises having developed or acquired new equipment aimed at enhancing their productivity; amounts invested by promoters; number of jobs created or maintained

PRIORITIES**PLANS AND PLANNED RESULTS 2002-2005****1.3.3 Competitiveness / Marketing**

On a priority basis, increase innovating enterprises' ability to market their products internationally

- Improve enterprises' access to specialized information on market trends and opportunities, and enable their executives to develop a better grasp of the issues underlying new business trends
- Foster development of enterprises' skills in export development, penetration of public and parapublic markets, electronic marketing and sales, etc.
- Foster marketing of new or improved products and services on domestic and/or foreign markets

Examples of anticipated results:

8,000 SMEs made aware of development of international markets and marketing; 700 export projects carried out by SMEs; 200 enterprises having participated in trade missions abroad

Main follow-up indicators:

number of participants in activities; level of satisfaction with services received; number of enterprises having made sales on the different markets; additional sales volume on the different markets; number of new exporters; number of enterprises having marketed a new or improved product; number of jobs created or maintained

1.4 Development of small enterprises

Foster the growth of small local and regional enterprises

- Foster improvement of the success rate and durability of small enterprises with local and regional reach through accompaniment and follow-up activities
- Foster implementation of projects to start up or expand small enterprises of local and regional reach, by reducing financing difficulties on conventional financial markets

Examples of anticipated results:

1,750 startups, expansions or refinancings of small enterprises; 15 Aboriginal enterprises created and more than 500 Aboriginal SMEs informed and accompanied; 300 young entrepreneurs assisted in their enterprise projects

Main follow-up indicators:

number of small enterprises in pre-startup, startup or expansion; number of jobs created and maintained

3.5 STRATEGIC OUTCOMES #2:

Contribute to improving the environment for economic development of the regions

Resources: \$248 million in contributions and grants over three years

PRIORITIES

PLANS AND PLANNED RESULTS 2002-2005

2.1 Local capability to energize development of the local economy

Increase local and regional stakeholders' ability to elicit the emergence of projects to create or reinforce a region's distinctive competitive advantages

- Enhance local and regional stakeholders' access to information on development opportunities, and help them grasp more clearly the new development issues associated with globalization and the new economy
- Foster development of local and regional stakeholders' competencies to develop strategies, business plans, action plans and strategic projects, and foster the development of networks of stakeholders
- Foster mobilization of local, regional and/or sectoral stakeholders to develop and implement strategies, plans and projects which are the subject of local consensus
- Foster international promotion of a community, region or overall economic sector vis-à-vis foreign enterprises likely to invest in Quebec in particular
- Facilitate the appreciation and taking into account of regional economic development issues within the Government of Canada
- Foster greater appreciation of entrepreneurship among citizens, communities and the regions, among young people in particular, to encourage them to consider a career in business and thus form the next generation with respect to development, and foster emulation among enterprise executives in order to encourage them to continue developing their enterprises

Examples of anticipated results:

4,000 economic development players informed and mobilized to energize the development of the regions; increase in the number of young people and students made aware of business careers; 230,000 TV viewers made aware of entrepreneurship and regional economic development issues

Main follow-up indicators:

number of participants in activities, level of satisfaction with services received; economic spinoffs; investment generated; number of jobs created and maintained

2.2 Economic enhancement of regional assets

Support implementation of projects to create or reinforce assets likely to generate a strategic impact on a region's economy and have substantial ripple effects on economic activity in a community, region or economic sector

- Foster development and improvement of a regional asset (construction or upgrading of community equipment and major infrastructure, attractions or events, etc.) likely to have substantial ripple effects
- Foster international marketing of community facilities, infrastructure, an attraction or an event likely to have substantial ripple effects

Examples of anticipated results:

investment by various players for implementation of strategic projects; increase in the number of tourists at supported sites; major events and activities marketed internationally. An example of this type of result is the \$10-million investment for establishment of a centre for conservation of boreal biodiversity at St-Félicien zoo.

Main follow-up indicators:

economic spinoffs; investment generated; number of foreign tourists; number of jobs created and maintained

2.3 Development and reinforcement of knowledge-based competitive advantages

Support implementation of knowledge-related infrastructure projects and transfer activities likely to have significant ripple effects on economic activity in a community, region or economic sector

- Foster construction and improvement of knowledge infrastructure (such as research centres and institutes), and laboratory equipment
- Foster development of scientific and technical knowledge, implementation of pre-commercial research projects, dissemination of research results and development of scientific networks in fields that generate economic development in a region or sector
- Foster development of nominations for knowledge institutions aimed at benefiting from innovation support initiatives (Canadian Foundation for Innovation, Network of Centres of Excellence, University Chairs, etc.)

Examples of anticipated results:

establishment and expansion of 10 research or technology transfer institutions; nine nominations for the establishment of research or technology transfer centres

Main follow-up indicators:

economic spinoffs; investment generated; number of jobs created and maintained

3.6 STRATEGIC OUTCOMES #3:

Facilitate the development and renewal of community infrastructure

Resources: \$380 million in contributions and grants over three years

PRIORITIES

PLANS AND PLANNED RESULTS 2002-2005

3.1 Infrastructure Canada Program

Upgrade municipal, urban and rural infrastructure in Quebec and enhance Canadians' quality of life

- Upgrade drinking water and wastewater infrastructure, component 1
- Establish, upgrade and renovate transportation infrastructure and systems, component 2
- Develop and foster rehabilitation or construction of assets with an economic, urban or regional impact, component 3

Examples of anticipated results:

300 projects carried out under component 1, 100 projects under component 2, and 80 projects under component 3

Main follow-up indicators:

environmental, economic and cultural impact; investment generated

3.7 PERFORMANCE MEASUREMENT STRATEGY

The Agency emphasizes, with respect to its performance measurement strategy, the integration of evaluation and performance measurement results in the organization's strategic and operational planning cycle, so as to make them a valued source of information in strategic and operational decision-making. Through this approach, the Agency ensures that the impact and repercussions of its policies, programs and other initiatives are assessed and that managers thus have reliable, timely information for making decisions and reporting on the results obtained.

To attain these objectives, the Agency will continue its employee training activities on performance measurement. It will also continue to work on defining even more accurately clear, measurable objectives, expected results and beneficiaries' responsibility for providing performance information for the projects it supports financially. These initiatives all stem from

knowledge acquired during reviews conducted by the Agency over the past few years and demonstrate the value given to the results of evaluation exercises.

As part of an ongoing process of integrating the evaluation function into management processes, the Agency in 2002-2003 will continue its activities associated with the annual evaluation and review plan, project performance measurement and the adjustment, where necessary, of performance measurement frameworks for its policies, programs and other major initiatives.

Finally, for the seventh year running, the Agency will measure its clientele's level of satisfaction with its service delivery. The results of this exercise, and the comments gathered, will be used to identify paths for improvement with respect to services to clients and specify objectives for maintaining or raising the level of satisfaction of Agency client SMEs and organizations.



4.1 STRATEGIC OUTCOMES AND BUSINESS LINE

The Agency's planning structure rests on a single business line: promotion of the economic development of the regions of Quebec. In that context, the Agency's sole business line generates three specific strategic outcomes, namely to:

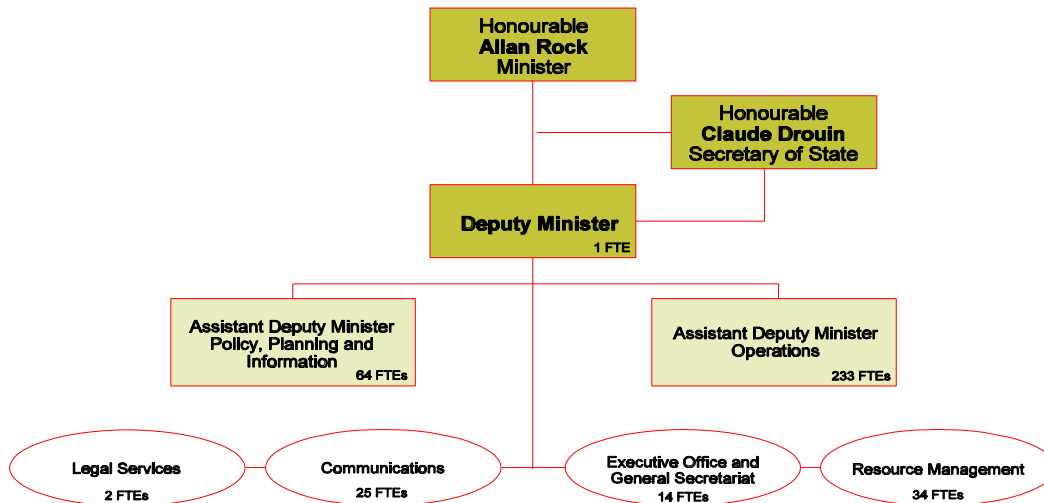
- foster enterprise development;
- contribute to improvement of the environment for economic development of the regions; and
- under a special mandate, facilitate the development and renewal of community infrastructure.

4.2 ORGANIZATION CHART

The Honourable Allan Rock is Minister responsible for the Economic Development Agency of Canada for the Regions of Quebec, and the Honourable Claude Drouin is Secretary of State responsible for the Agency.

The Deputy Minister of Canada Economic Development reports to the Minister and the Secretary of State. The Deputy Minister is responsible for promotion of the economic development of the regions of Quebec, the Agency's sole business line [budget: \$504.4 million; number of employees: 373 full-time equivalents (FTEs)].

The Agency's structure is shown in the organization chart below:



4.3 DEPARTMENTAL PLANNED SPENDING

(\$ thousands)	FORECAST SPENDING 2001-2002	PLANNED SPENDING 2002-2003	PLANNED SPENDING 2003-2004	PLANNED SPENDING 2004-2005
Budgetary Main Estimates (gross) ¹	355,738	504,394	373,823	368,059
Non-Budgetary Main Estimates (gross)	--	--	--	--
Less: Respendable revenue	--	--	--	--
Total Main Estimates	355,738	504,394	373,823	368,059
Adjustments ²	(93,448)	(14,000)	(11,000)	(10,000)
Net planned spending³	262,290	490,394	362,823	358,059
Less: Non-respendable revenue ⁴	(46,500)	(43,500)	(42,500)	(33,500)
Plus: Services received without charge	3,878	4,097	4,084	4,039
Net program cost	219,668	450,991	324,407	328,598
Full-time equivalents (FTE)	331	373	368	361

¹ The increase in the 2002-2003 Estimates is primarily attributable to the transfer of \$77 million in credits from Human Resources Development Canada's Canada Jobs Fund to our Agency for the implementation, among other things, of innovation and productivity initiatives, and to a reprofiling of \$65 million for the Infrastructure Canada Program.

² Adjustments take into account approvals obtained since the tabling of the Budget, including new initiatives. They also stem from the reprofiling of funds to subsequent years and transfers of funds to other departments for joint funding of initiatives.

³ The figure for 2001-2002 reflects the best forecast of total net planned spending to the end of the current fiscal year.

⁴ Non-respendable revenue consists mainly of loan guarantee service charges and refunds of previous years' expenditures. Details of non-respendable revenue are presented in Table 5.3, Section V.



5.1 SUMMARY OF TRANSFER PAYMENTS

TRANSFER PAYMENTS (\$ thousands)	FORECAST SPENDING 2001-2002	PLANNED SPENDING 2002-2003	PLANNED SPENDING 2003-2004	PLANNED SPENDING 2004-2005
Promotion of the economic development of the regions of Quebec				
Grants	13,300	3,580	300	300
Contributions ¹	204,140	440,511	317,609	315,657
Total grants and contributions	217,440	444,091	317,909	315,957

¹ The planned increase in spending in 2002-2003 is primarily attributable to the transfer of \$77 million in credits from Human Resources Development Canada's Canada Jobs Fund to our Agency for the implementation, among other things, of innovation and productivity initiatives, and to a reprofiling of \$65 million for the Infrastructure Canada Program.

5.2 DETAILS ON THE TRANSFER PAYMENTS PROGRAM

PROMOTION OF THE ECONOMIC DEVELOPMENT OF THE REGIONS OF QUEBEC	
Objective	Contribute to enhancing and realizing the economic development potential of the regions of Quebec
Planned results	<ul style="list-style-type: none">■ Improved access by enterprises to information likely to enlighten their business decisions.■ Establishment and expansion of enterprises deemed strategic for a region's development■ Competitiveness of small and medium-sized enterprises (SMEs) maintained and enhanced, i.e.:<ul style="list-style-type: none">- Larger number of SMEs mastering new business practices- Greater ability of SMEs to adapt and test a new or improved product, service or production process- Greater ability of SMEs to market their products internationally■ Growth of small local and regional enterprises■ Greater ability of local and regional stakeholders to elicit the emergence of projects aimed at creating or strengthening a region's distinctive competitive advantages■ Regional assets enhanced so as to generate a strategic impact on a region's economy■ Development of knowledge infrastructure and increased dissemination of knowledge in the regions
Milestones	<ul style="list-style-type: none">■ Further implementation of continuous performance measurement so as to reinforce results-based management■ Evaluation plan drawn up annually■ Training of Agency advisors and managers on performance measurement and evaluation■ Perfection of analytical and reporting tools for reporting on results obtained■ Maintenance of ISO certification

5.3 SOURCE OF NON-RESPONDABLE REVENUE

NON-RESPONDABLE REVENUE (\$ thousands)	FORECAST REVENUE 2001-2002	PLANNED REVENUE 2002-2003	PLANNED REVENUE 2003-2004	PLANNED REVENUE 2004-2005
Promotion of the economic development of the regions of Quebec				
Service charges - loan guarantees ¹	25,000	22,000	21,000	12,000
Recovery of expenditures from previous fiscal years ²	20,500	20,500	20,500	20,500
Year-end creditor adjustments	1,000	1,000	1,000	1,000
Total non-respondable revenue	46,500	43,500	42,500	33,500

¹ This item represents charges paid by approved lenders under the *Small Business Loans Act*, the *Canada Small Business Financing Act* and the "Loan Insurance" component of the Atlantic Enterprises Program.

² This item refers primarily to the reimbursement of repayable contributions made by the Agency.

5.4 NET COST OF PROGRAM FOR 2002-2003

NET COST OF PROGRAM FOR 2002-2003 (\$ thousands)	PROMOTION OF THE ECONOMIC DEVELOPMENT OF THE REGIONS OF QUEBEC
Net planned spending	490,394
<i>Plus: Services received without charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	2,254
Contributions to employees' insurance plans and expenditures paid by the Treasury Board Secretariat (TBS)	1,751
Salary and associated expenditures for legal services provided by Justice Canada	92
	4,097
<i>Less: Respendable revenue</i>	---
<i>Less: Non-respendable revenue</i>	(43,500)
Net cost of Program for 2002-2003 (total planned spending)	450,991

5.5 GOVERNMENT-WIDE INITIATIVES

This section presents government-wide initiatives, which include the Sustainable Development Strategy, *Government On-line* and the Service Improvement Initiative. Planned results for 2002-2005 are presented in the table below.

GOVERNMENT-WIDE INITIATIVES	PLANNED RESULTS 2002-2005
Sustainable Development Strategy (SDS)	<p>Development of innovative products and services associated with the environment and sustainable development</p> <ul style="list-style-type: none">▪ Support for completion of 20 technological and marketing feasibility studies▪ Financial support for two organizational structures in R&D and technology demonstration and 10 development projects for eco-efficient products or processes <p>Tests and experimentation for sustainable development of natural resources</p> <ul style="list-style-type: none">▪ Support for implementation of 25 projects for tests and experimentation on products, technologies, processes and methodologies associated with development and sustainable harvesting of natural resources <p>Support for marketing of environment industry products and services</p> <ul style="list-style-type: none">▪ Support for 20 development and marketing projects▪ Contribution to staging of two environmental trade shows <p>Enhancement of SMEs' environmental performance</p> <ul style="list-style-type: none">▪ Contribution to startup of five Enviroclubs with the participation of 60 manufacturing SMEs in all for implementation of pollution prevention and eco-efficiency projects <p>Continuation of in-house greening efforts</p> <ul style="list-style-type: none">▪ Extend multi-product recycling program to the Agency's business offices: at least 31% of business offices served▪ Fit 22% of Agency vehicles with hybrid engines <p>In-house awareness and development of consensus-building and co-operation with Agency partners</p> <ul style="list-style-type: none">▪ Sensitize all personnel to sustainable development and the principles of pollution prevention and eco-efficiency▪ Pursue and develop mechanisms for partnership and joint action with Government of Canada departments and agencies (National Research Council Canada, Environment Canada, Agriculture and Agri-Food Canada, Natural Resources Canada, Industry Canada, etc.) and regional and local organizations operating in the environment and sustainable development sectors

**Government On-line
(GOL)**

Web-based delivery of the Agency's non-financial services

- Canada Economic Development takes part in development of the Financing Gateway (information on financing sources) which is part of the Canadian Business portal on the main Government of Canada site
- The Agency takes part in the GOL pilot project of the Quebec Federal Council and its public and private partners which explores the new Web-based work and collaboration modes

Web-based delivery of the Agency's financial services

- Canada Economic Development takes part in the work of regional development agencies and Industry Canada on opportunities for co-operation with a view to online delivery of grant and contribution services

**Service Improvement
Initiative**

The Agency has measured its clients' satisfaction for a number of years. The last survey, conducted in May 2001, reveals a 91% satisfaction level for the quality of its financial services in general. The level of satisfaction with key service elements (accessibility, ability to meet needs, response time, courtesy and competence of personnel, etc.) ranges from 78.6% to 99.6%

In view of this result, the Agency's objective is to maintain this high level of client satisfaction while pursuing its efforts to improve its services

The Agency will focus especially on the aspect of response times with a view to attaining an 80% satisfaction level

5.6 HORIZONTAL OR COLLECTIVE INITIATIVES

Public organizations are more than ever called upon to work in a concerted approach with partners and to meet challenges associated with the mandates of several departments and areas of political responsibility.

Below are some examples of collective initiatives in which the Agency is participating:

HORIZONTAL OR COLLECTIVE INITIATIVES	OBJECTIVE	PARTNERS	AMOUNTS ALLOCATED BY PARTNERS	PLANNED RESULTS 2002-2003
Aluminum Technology Centre (ATC), in Saguenay – Lac-Saint-Jean	Foster the creation of enterprises specializing in secondary and tertiary aluminum processing	NRCC CED* UQAC Trans-Al CQRDA	CED*: \$25M NRCC: \$32M	Establishment of ATC's research program; infrastructure construction
Montreal Aerospace Manufacturing Technology Centre	Contribute to reinforcing the technological infrastructure of the manufacturing technology sector to the benefit of SMEs in the aerospace industry	NRCC CED*	CED*: \$25M NRCC: \$21.5M	Establishment and implementation of Centre's research program
UNESCO Institute for Statistics (UIS)	Contribute to the establishment of this international agency in Montreal	DFAIT CED* Montreal International Provincial departments	CED*: \$15.4M over 20 years	Economic spinoffs gauged at more than \$60M over 10 years; creation of 26 direct jobs
Forillon National Park and National Historic Sites in Gaspésie	Contribute to the development of infrastructure in Forillon National Park and National Historic Sites in Gaspésie	PC CED*	CED*: \$2M PC: \$200,000	Upgrading of facilities leading to retention of visitors in the region
Saguenay-St. Lawrence Marine Park, in Côte-Nord	Convert the Marine Recreation Centre of Les Escoumins into a Marine Environment Exploration Centre	PC CED*	CED*: \$1M PC: \$500,000	Increase available interpretation services so as to significantly enhance the attraction of the Marine Park

HORIZONTAL OR COLLECTIVE INITIATIVES	OBJECTIVE	PARTNERS	AMOUNTS ALLOCATED BY PARTNERS	PLANNED RESULTS 2002-2003
Defence Research Establishment Valcartier (DREV), in Quebec City area	Offer business opportunities and conduct transfer to the private sector of technology originating in Defence Canada's R&D laboratories	DREV CED*	CED*: \$750,000 DREV: 5 FTEs	Over a three-year period, identification of 20 commercially promising technologies; conducting of 20 studies on the commercial potential of as many technologies; participation in 20 trade fairs
Enviroclubs, in Centre-du-Québec, Saguenay – Lac-Saint-Jean and Mauricie	Conduct awareness, training and financial and technical support activities for pollution prevention, eco-efficiency and environmental management projects	EC NRCC CED* regional organizations	EC: 3 FTEs NRCC-IRAP: \$130,000 CED*: \$450,000 Private: \$500,000	Adoption, by 35 SMEs, of pollution prevention and environmental management practices
Quebec Rural Team (QRT)	Implement the following activities: interdepartmental action plan; evaluation framework; communication plan; interdepartmental committee in four pilot regions	18 departments and organizations	6 FTEs (incl. 1.5 from CED*) \$375,000 (incl. \$75,000 from CED*)	Improvement in service delivery measured on the basis of indicators determined in the evaluation framework

* CED: Exceptionally, for the purposes of this table, "CED" is used to designate Canada Economic Development.



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6.2 LIST OF ABBREVIATIONS

ATC:	Aluminum Technology Centre	SDS:	Sustainable Development Strategy
BDC:	Business Development Centre	TBS:	Treasury Board Secretariat
CEDC:	Community Economic Development Corporation	Trans-Al:	Aluminum industry network
CFDC:	Community Futures Development Corporation	UQAC:	University of Quebec at Chicoutimi
CFP:	Community Futures Program		
CJF:	Canada Jobs Fund		
CQRDA:	<i>Centre québécois de recherche et de développement de l'aluminium</i>		
CSBFA:	<i>Canada Small Business Financing Act</i>		
DREV:	Defence Research Establishment Valcartier		
EC:	Environment Canada		
GOL:	Government On-line		
IPOLC:	Interdepartmental Partnership with the Official-Language Communities		
NITC:	New information and communications technology		
NRCC:	National Research Council Canada		
PC:	Parks Canada		
PWGSC:	Public Works and Government Services Canada		
QRT:	Quebec Rural Team		
RSI:	Regional Strategic Initiative		

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