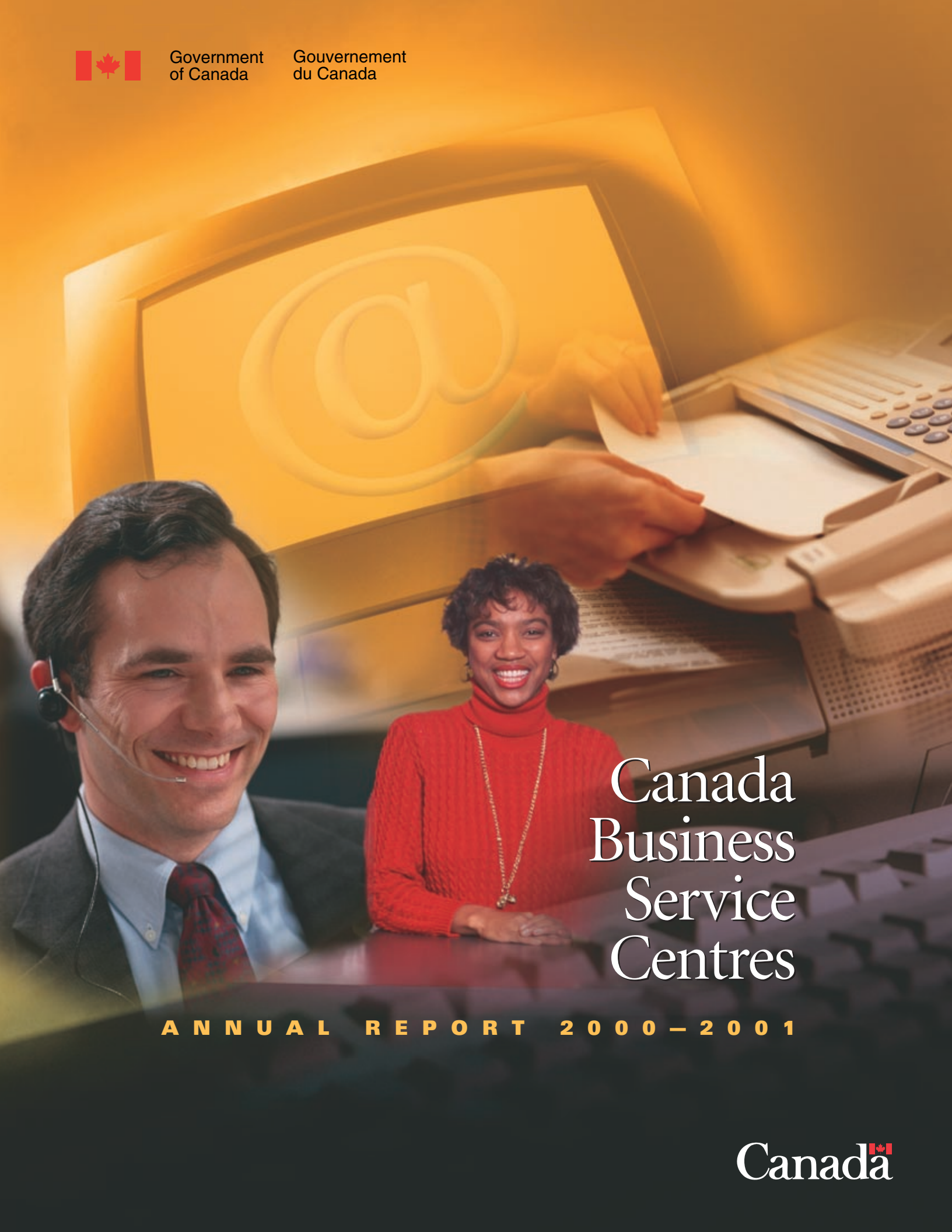




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Canada Business Service Centres

A N N U A L R E P O R T 2 0 0 0 - 2 0 0 1

Canada 

Canada Business Service Centres

A N N U A L R E P O R T 2 0 0 0 – 0 1

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Foreword

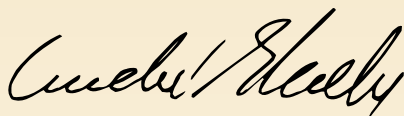
We are pleased to present the *Canada Business Service Centres — Annual Report 2000–01*, which summarizes the performance of this valuable business service network. Industry Canada, Atlantic Canada Opportunities Agency, Western Economic Diversification Canada and Canada Economic Development for Quebec Regions work together to provide the federal lead role for the network of CBSCs across the country. Through collaborative arrangements with the provinces, territories and business organizations, the CBSCs are able to provide integrated information services for businesses.

This past year, in keeping with the federal government's Government On-Line goals, the network of CBSCs focussed on Web-based services. As specialists in the information needs of entrepreneurs in the start-up phase,

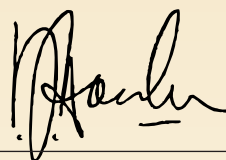
the CBSCs launched the Business Start-Up Assistant, which is available on the BusinessGateway.ca site, the new Government of Canada portal for Canadian business.

The CBSCs continue to build strong links across Canada to ensure that information is readily available in communities from coast to coast. In 2000–01, the network of regional access partners expanded to 382 organizations, often located in rural and remote locations. In particular, significant progress was made with the Aboriginal Business Service Network, where 65 partnerships have now been established.

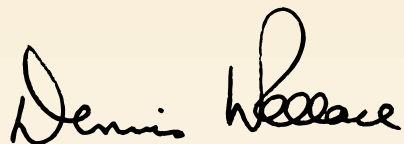
We are proud of the past efforts made by the CBSCs and look forward to their continued success in the future.



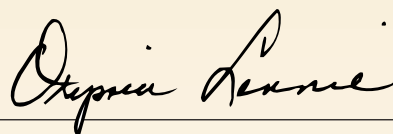
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Introduction

The network of Canada Business Service Centres (CBSCs) was established to improve service to small business and start-up entrepreneurs. It provides a comprehensive first stop for information on government services, programs and regulatory 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, both domestic and foreign, for Canadian goods and services.

The CBSCs began in 1992 as innovative pilot projects, and have now served the Canadian business community and entrepreneurs for nine years. Over this period of providing front-line service, they have continued to adapt their service delivery, taking full advantage of rapidly changing information technology. 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;
- to reduce the complexity of dealing with various levels of government by consolidating business information from the clients' perspective in one convenient service;
- to enable clients to make well-informed business decisions in a global economy; and
- to encourage business success through sound business planning, market research and the use of strategic business information.



Polar Leafs owners Jody Bialowas and Sebastian Thorp pose with their patriotic apparel, including their maple leaf hats.

Polar Leafs, a company based in Winnipeg, produces a broad line of sports apparel that includes T-shirts, fleece jackets and their signature "Cool to be Canadian" maple leaf hat. Company founders Jody Bialowas and Sebastian Thorp have used the services of the Canada/Manitoba Business Service Centre to develop a great Canadian idea into a growing small business. They have established themselves as a unique supplier of Canadian apparel and are looking at expanding into major department stores.

Core Services, Products and Modes of Access

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

Size

At the heart of the CBSC service is reliable, accurate information, which is easily accessible in a variety of ways. The CBSCs build their service and products on a national collection of data bases of federal and provincial/territorial information, referred to as the Business Information System (BIS). The BIS contains up-to-date, bilingual descriptions of 1127 federal business programs, services and regulatory requirements, representing 37 federal departments and agencies. An equivalent collection of 3574 provincial/territorial documents, representing 311 provincial/territorial ministries and agencies are added at the centre level (*see Box 1*).



BOX 1

Efficient Quality Control of the Business Information System

- Quality control standards cover currency, accuracy and readability.
- The most popular federal documents are updated monthly, and the remainder are updated every 9 to 12 months.
- Infrequently used documents are amalgamated into more general descriptions wherever possible.
- Changes are replicated overnight, amending all uses of the information on all modes of access.
- Almost 2000 changes were made in 2000–01 (this includes modifications, and new and discontinued information), representing an average of 1.7 changes per document per year.

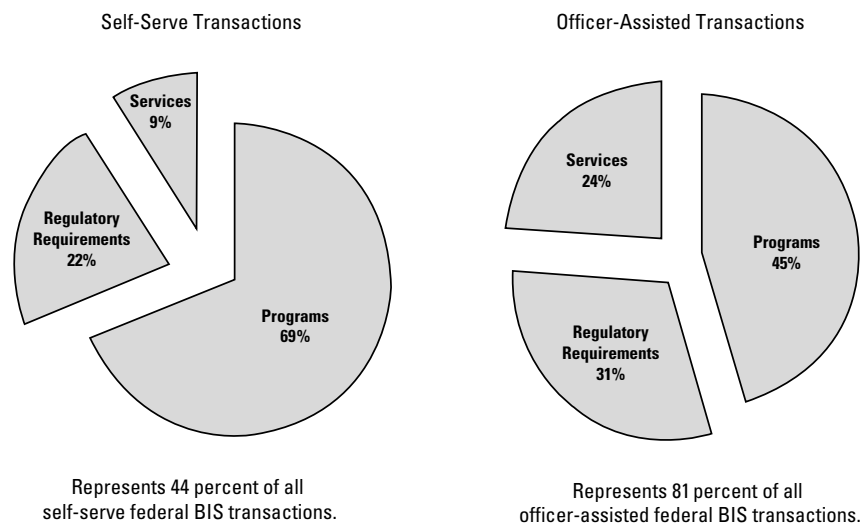
Analysis of Use

Each use of the document is recorded, whether it is used on the Internet or by the business information officers serving the client in-person, by telephone or through e-mail responses. Analysing these statistics provides some insight into the priorities of business clients seeking information from governments. Information can be classified into the following three broad types:

- **programs** — including all types of financial assistance such as loans, loan guarantees, interest buy-down, grants and contributions;
- **regulatory requirements** — including taxes, permits, required registrations or other regulatory steps; and
- **services** — including counselling, advisory services, networks, sources of business information, data bases of Canadian businesses (not involving financial assistance but of some clear business benefit).

Figure 1 shows the demand by type of information through self-serve and officer-assisted modes of access. This analysis was based on a sample of the most-accessed documents, which represented approximately 44 percent of data base use on the Internet and 81 percent of use through assistance by an officer. Interest by type of information is somewhat different when clients search the CBSC Web site themselves, compared with when clients are assisted by a business information officer. On the Internet, the dominant area of interest is financial assistance programs (69 percent), followed by regulatory requirements (22 percent) and services (9 percent). It must be pointed out that less is known about who uses the Internet because it is self-serve. By comparison, when assisted by CBSC staff, business clients receive more targeted and enhanced service as well as exposure to a broader range of information. Clients assisted by an officer receive information on financial assistance programs (45 percent), regulatory requirements (31 percent) and services (24 percent). The vast majority of clients served are in the CBSC target audience, namely Canadian entrepreneurs, self-employed individuals and established SMEs. The CBSC staff can diagnose information needs, make more precise program matches and suggest resources about which clients may be unaware.

The Business Information System is also being used extensively in other Government On-Line applications (*see Box 2*).

Figure 1: Use of Federal BIS Documents

Source: National Statistical Reporting System.

The Business Information System in Other Government On-Line Applications

BOX 2

- **Programs A-Z**, under Key Resources on the BusinessGateway.ca site links to the CBSC BIS (<http://BusinessGateway.ca>).
- **Business Start-Up Assistant** is a portal for entrepreneurs in the start-up phase (<http://bsa.cbcs.org>), which includes links to the BIS.
- **Sources of Financing** has a section entitled Government Assistance, which links to the BIS (<http://strategis.gc.ca/sources>).
- **MyBIS** is an Internet-based application, provided through a partnership between the Canada/Ontario Business Service Centre and Ontario Business Connects. It enables business clients to subscribe to a service that notifies them via e-mail of new or changing programs based on the client's self-defined interest profile (<http://www.cbs.gov.on.ca/obc>).



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 business information. In addition, the CBSCs offer a single national toll-free number for business inquiry use by federal partners or federal initiatives such as those undertaken by the Canada Information Office (now Communication Canada). This national toll-free number automatically directs the call to the CBSC in the province or territory from which the call originates.

Clients are served by knowledgeable business information officers, using a variety of data bases accessible from their desktops. Information officers promote Web-based information sources, provide contact information and explanations verbally, and offer to deliver information via e-mail, fax or mail. Frequently, questions are complex and require investigation and research using CBSC business resource collections. To manage this assembled knowledge efficiently, each question and answer is retained in a data base for future reference by the CBSC network and its regional access partners.

A toll-free, fax-on-demand service called Info-FAX allows callers to order business information catalogues and documents, which are available to be faxed to them 24 hours a day, every day. Although this service mode is experiencing a clear decline in usage, it continues to be offered by the CBSCs as an alternative to serve areas where Internet access is not adequate and to clients who have access to fax machines only.



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 business resource collections focus 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 available. Many commercial sources of information such as directories and statistical data bases are also available. Many commercial sources of information such as business directories and statistical data bases are made available to CBSC clients through the Information Product System. CBSCs also have extensive information collections available in video, print and CD-ROMs on a range of business topics. Each CBSC provides work stations 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 work with a network of 382 regional access partners, thus enabling them to serve many more communities.

The Information Product System

Through the Information Product System (IPS), CBSC clients can access a carefully selected collection of electronic information resources in the form of CD-ROMs and Web-based data bases. Licences are negotiated nationally for nine company data bases, five periodical indexes, five statistical data bases and two association directories. CBSC business information officers are available to help clients who are not yet comfortable with using electronic information resources or those not able to come to the centres. Access to these resources is provided free of charge to CBSC clients. In 2000-01, the 21 products available through the IPS were accessed on an average of 3000 sessions per month.



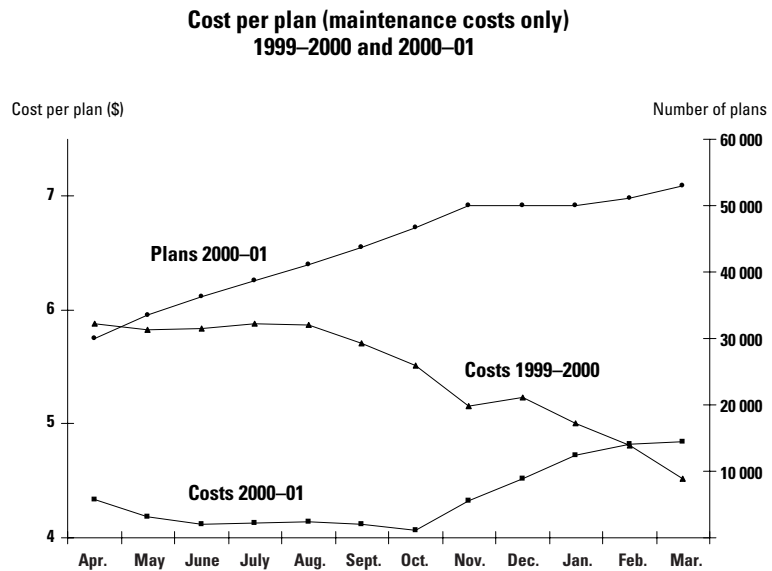
Internet-Based Services

The CBSC Web site (<http://www.cbsc.org>) provides easy access to a comprehensive inventory of federal and provincial/territorial government programs, regulatory requirements, services 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 CBSC's Web-based information resources have contributed substantially to the gateway for Canadian business on the redesigned Government of Canada portal. One important contribution has been the integration of federal and provincial/territorial information essential to providing useful and comprehensive answers to business questions. Provincial/territorial partners also look to the regional CBSC Web sites to provide integrated access to business information.

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

Interactive Business Planner — An updated version of this award-winning interactive business planning software was released in November 2000. The product continues to be in high demand (see Figure 2). The Interactive Business Planner is available at <http://www.cbsc.org/ibp>

Figure 2: Interactive Business Planner



In fiscal year 2000-01, CBSC clients developed 52 917 new business plans using the Interactive Business Planner. After a continuous decline in the cost per plan over 19 months, an increase was experienced starting in October 2000. A significant system change was required to increase the capacity of the Interactive Business Planner to serve more users simultaneously. The increase in unit cost per plan reflects the systems development investment in this popular on-line tool over the last five months of 2000-01.

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

The Business Start-Up Assistant — This new on-line product is specifically aimed at the information needs of entrepreneurs in the start-up phase (<http://bsa.cbsc.org>). Launched in January 2001, it is also featured on the Government of Canada portal for business (<http://BusinessGateway.ca>). Federal and provincial/territorial information is organized by topic and by province/territory, providing information in a context that is useful to the client in his or her particular region of Canada.

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

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

Talk to Us! — This unique service offering, which could equally be described as part of telephone services, uses both Web and telephone simultaneously to help business clients find information on the Internet. Although the Internet is aimed at self-service, the amount of information available can often lead to failed searches and frustrated users. Talk to Us! allows the CBSC business information officers to use the Internet to deliver Web-based information to the client while refining search parameters together on the telephone. The potential of this enhanced user support is tremendous, as it extends the benefit of personal assistance to the Internet delivery channel and helps people not comfortable with Internet searching.



The Honourable Ron J. Duhamel (former Minister of Veterans Affairs and Secretary of State for Western Economic Diversification Canada) and Mary Ann Mihchuk (Minister of Industry, Trade and Mines Manitoba) enter into a new partnership: the e-Business Service Centre in Manitoba, a federal/provincial/private sector initiative. The centre is managed and operated as an associated service of the Canada/Manitoba Business Service Centre.

Manitoba

Strengthening its capacity to adapt to the demands of the digital economy, a new pilot initiative in Manitoba was launched: the e-Business Service Centre. A joint federal-provincial government and private sector partnership, the e-Business Service Centre is helping businesses demystify electronic commerce (e-commerce) and remain competitive in the digital economy. The centre opened its doors in October 2000 and is the first of its kind in Canada. Located in downtown Winnipeg, the centre offers a variety of services, including expert, personal advice from e-business consultants and a Student Connection Program representative; free seminars on various e-business topics; and computers loaded with on-line tutorials to help companies identify and implement e-commerce solutions.



Staff at Info entrepreneurs, the CBSC in Quebec.

Special Services

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. CBSCs also respond to export questions received via e-mail from ExportSource, the Team Canada Inc flagship Web site.



Team Canada Inc • Équipe Canada inc

Quebec

Team Canada Inc's 1-888 Export Information Service is operated by the CBSCs on behalf of Team Canada Inc. Because of the high quality of the service provided, Quebec's Ministry of Industry and Commerce asked the centre to answer the province's export information line on its behalf.

Key factors in the provincial government's decision were the centre's ISO certification, the BIS data base of export programs and services, the export training that the staff has received, and the high service standards met by the call centre.

Aboriginal Business Service Network

As part of the Aboriginal Business Development Initiative, the Aboriginal Business Service Network addresses the needs of the Aboriginal business community to access information in their communities and in the context of Aboriginal entrepreneurship. The Aboriginal Business Service Network builds on the structure of existing CBSCs, providing free-of-charge access to government information on business programs, services and regulations.



The CBSC Network and Regional Access Partners

CBSC Network

The backbone of the CBSC network is the 13 hub centres and the CBSC National Secretariat, connected together through Industry Canada's communications network. In 2000–01, the CBSC network continued to expand and evolve its role in supporting existing business service organizations throughout Canada by sharing the CBSC information collection with regional partners. This ensures that entrepreneurs have equivalent access to comprehensive business information. The total network of active partners is as follows:

- 317 CBSC regional access partners
- 23 CBSC/Aboriginal Business Service Network (combined partners)
- 42 Aboriginal Business Service Network
- 382 Total regional access partners

Increasingly, CBSC managers have indicated that, although worthwhile from many viewpoints (particularly rural and remote communities), sustaining these partner networks requires a great deal of effort and innovation. A variety of activities are highlighted in the side panels of this report. In addition, the CBSCs established informal connections with 122 Service Canada pilot locations ensuring that a “no wrong door” policy works smoothly between major service initiatives. Most CBSCs have assigned dedicated resources to manage the work associated with supporting the network. CBSC staff frequently travel to visit sites, refresh training and assemble feedback on how CBSCs can best support the business information needs of local partners.

Getting Services to Rural Entrepreneurs

The CBSCs have excellent business information resources to support business planning and domestic and foreign market research. Providing access to these resources in rural Canadian communities is a challenge that requires creative solutions to “go the extra mile” for business clients.

The Canada/Manitoba Business Service Centre has initiated a Mobile Business Service Centre, a 30-foot trailer, to serve all rural Manitobans as a one-stop access to all federal and provincial business and trade information.



Members of the Canada/Ontario Business Service Centre Regional Access Program visit Windsor Essex County Development Commission in Windsor, one of 79 regional access sites in Ontario.



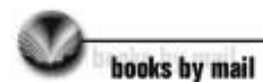
The Mobile Business Service Centre provides business and trade information to rural Manitobans.



Yukon

The Canada/Yukon Business Service Centre and Service Canada have joined forces to provide a one-stop access point for information on business, and government programs and services. This collaboration between Service Canada and the Canada/Yukon Business Service Centre enhances public access to information on federal and territorial programs and services and business information. Through the Canada Web site (<http://www.canada.gc.ca>) and the Canada/Yukon Business Service Centre Web site (<http://www.cbcs.org/yukon>), the needs of rural Canadians are better served.

The Canada/Newfoundland and Labrador Business Service Centre makes its business resource collection available electronically to entrepreneurs and to its 30 regional access partners. The Books by Mail lending service is free of charge (<http://www.cbcs.org/nf/resource/mail.html>). Books, business publications and audiovisual resources can be ordered by e-mail, telephone, fax or regular mail.



Building a Strong Network

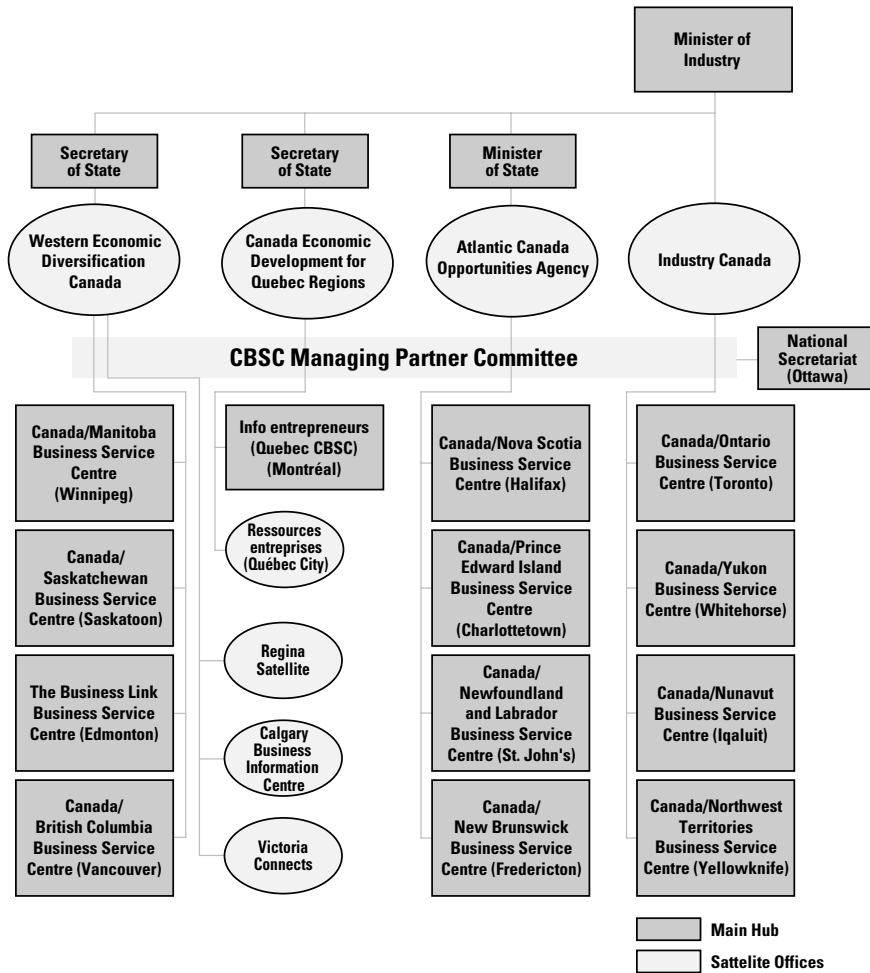
Although each community is unique, communities also have much in common. Luckily, bright ideas and solutions are portable and adaptable. Bringing people together periodically to discuss common issues strengthens the CBSC network of business service providers.

In February 2001 at the Kempfenfeldt Conference Centre in Barrie, the Canada/Ontario Business Service Centre hosted a meeting of their regional access partners and Aboriginal Business Service Network members. Some 60 participants exchanged best practices, and shared expertise and ideas for the future, providing the Canada/Ontario Business Service Centre with a clearer idea of how to support the network.

Lead Departments

The CBSCs are managed on behalf of the federal government by the Atlantic Canada Opportunities Agency, Western Economic Diversification Canada, Industry Canada and Canada Economic Development for Quebec Regions. For the purposes of the *Financial Administration Act*, these departments are accountable for CBSC operations in their respective regions (see Figure 3). CBSC funding is distributed proportionately, and expenditures are planned, controlled and reported by each organization as part of normal departmental budgetary processes. The lead organizations 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 agencies coordinate their activities nationally through a CBSC Managing Partner Committee composed of senior representatives from each organization.

Figure 3: Organization Structure — Federal Lead Departments



National Secretariat

Organizationally, the National Secretariat is part of Industry Canada. 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 developing policies to promote a consistent national network operation;
- supporting information technology for applications and the CBSC Web site;
- managing federal information and core information collections (electronic and hard copy);
- coordinating special development projects;
- coordinating audits and evaluations, standards, and other federal policy areas affecting access programs; and
- supporting various committee structures.



CIPO officer Tom Boyd provides training to Canada/Newfoundland and Labrador Business Service Centre staff.

Newfoundland and Labrador has benefited from several successful co-location arrangements and partnership associations, including the Newfoundland Association of Technology Industries and the Business Retention and Expansion Pilots. Another important partner is the Canadian Intellectual Property Office (CIPO) which provides training to network partners, staff and clients of the Canada/Newfoundland and Labrador Business Service Centre.

The Challenge of Decision Making in a Diverse Partnership

Although each CBSC has a unique partnership at the local level, the CBSCs provide a core group of services in an equitable fashion across the country. Frequent opportunities to communicate via committee structures provide all parts of the network with an opportunity to contribute to the process and to develop a majority consensus on major operational decisions. Many of the committees focus on the information management and technology areas of CBSC operations, as these functions are provided nationally and represent a significant part of the federal contribution to the CBSCs. Committees are also useful in defining core services, new services or products, and national standards without abrogating local innovation and creativity.

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 the 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 as long as eight years and have been renewed more than once.

In 2000–01, three of nine established arrangements were renewed. 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.

Figure 4: Types of Collaborative Arrangements

Formal agreements with governments of:		
• Ontario	• British Columbia	• Northwest Territories
• Newfoundland and Labrador	• Manitoba	• Saskatchewan
• Nunavut		
Contractual agreements with:		
• Yukon/Yukon Chamber of Commerce		
• Alberta/Economic Development Edmonton		
• Quebec/Montreal Board of Trade		
Administrative cost-sharing arrangements and co-locations in:		
• Nova Scotia		
• Prince Edward Island		
• New Brunswick		

The CBSC Work Force

The CBSC work force is a unique blend of federal, provincial/territorial, municipal and private sector staff (see Figure 5). Staff in the centres work in a constantly changing environment, one where they must be knowledgeable in areas of emerging business interest. The inventory of programs, regulatory requirements and services is constantly changing as a result of federal and provincial/territorial budgets, program announcements, legislative changes, and current events. As the Internet becomes more prevalent, front-line staff must keep up to date on where to find the best information on the Internet. More and more, clients do basic research on the Internet and then present more complex questions to the CBSCs. This means that front-line staff require high-level research skills.

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.

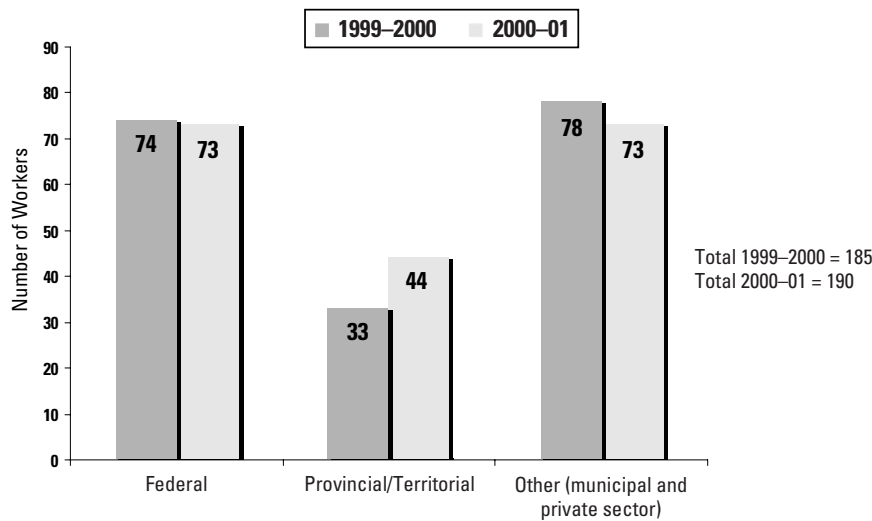


Staff at the Network for Entrepreneurs with Disabilities, co-located at the Canada/Nova Scotia Business Service Centre in Halifax.

All CBSCs provide “core” services; however, in some cases, centres have partnered with other organizations to provide an enhanced level of service and convenience to CBSC clients. These partnerships are often co-located on CBSC premises, allowing greater convenience for both clients and partners. From a client’s perspective, these on-site co-locations reduce the complexity of dealing with various levels of government and add value to CBSC services.

The Network for Entrepreneurs with Disabilities (NEWD) has found that being co-located with the Canada/Nova Scotia Business Service Centre is both an ideal location and the best business environment for them. Having access to the centre’s products, services, resources and support enhances the possibilities for persons with disabilities who have entrepreneurial aspirations. Because the Canada/Nova Scotia Business Service Centre is centrally located in downtown Halifax and is fully wheelchair accessible, NEWD’s Board of Directors uses the meeting space monthly to conduct the much-needed discussions, development and planning that help to streamline the process for persons with disabilities who are starting a business.

Figure 5: CBSC Work Force (All CBSCs)



The CBSC work force experienced an overall increase of 2.3 percent over last year. Although federal and other staff decreased in numbers, the increase in the CBSC work force was largely attributable to provincial/territorial staff, which increased by 33 percent.



Budget Overview

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 in terms of job creation and economic growth. In 1998, the CBSC mandate and funding of \$75 million over five years (from 1999–2000 to 2003–04) were renewed. Although the overall funding framework remains the same as in 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. A gradual transition to Web-based services, the innovative use of information management and technology, and continued collaboration with other service initiatives will allow the CBSCs to provide excellent service. The detailed allocation for 1999–2000 to 2003–04 is provided in Figure 6. For incremental services, the CBSCs have formed partnerships that provide additional resources leveraged on the CBSC base, specifically for such initiatives as Team Canada Inc, Aboriginal Business Service Network, Government On-Line and Service 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.

Another excellent example of useful co-locations includes “the cluster” at the Canada/Manitoba Business Service Centre. The cluster refers to the Women's Centre and Western Economic Diversification Canada client services. These on-site locations provide an enhanced level of service to clients who are looking for more in-depth or subject-specific information.

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
Industry Canada — National Secretariat	3 740	3 667	3 667	3 667	3 497	18 238
Total	16 000	15 000	15 000	15 000	14 000	75 000

Accomplishments — 2000–01 Performance Report

Volume of Business

The CBSCs measure the bulk of their work in terms of client interactions as a proxy for demand. An interaction is a contact initiated by the client through any mode of access. The length of the interaction is variable and can involve one or many questions, can be self-serve or can be assisted by one or several agents. A national tracking system provides centre-level, regional and national performance monitoring. The system also captures basic descriptive information about the interaction, which provides insight into CBSC clients and their information needs.

Figures 7 and 8 summarize the national volume of client interactions in 2000–01, in two categories. Assisted modes of access, which involve an interaction between a client and a business information officer, are shown in Figure 7. These modes of interaction include in-person, telephone, e-mail, fax and mail. In the future, Talk to Us! sessions will also be included in this presentation of demand. However, because this enhanced service was in the pilot phase of development throughout 2000–01, it is not included in Figure 7. The self-serve modes such as the Internet (Web visits and Interactive Business Planner sessions), fax-on-demand (Info-FAX) and the automated telephone system (Interactive Voice Response System — IVRS) are shown in Figure 8.

Some officer-assisted modes of service have decreased over last year (e.g. telephone calls decreased 14 percent and in-person visits decreased 19.8 percent). It is difficult to explain this decrease with precision. One possible factor may be the decrease in self-employment, which dropped 8.5 percent in 2000 and early 2001. The improved economic conditions and employment opportunities in 2000–01 resulted in an increased number of self-employed workers returning to paid employment.¹

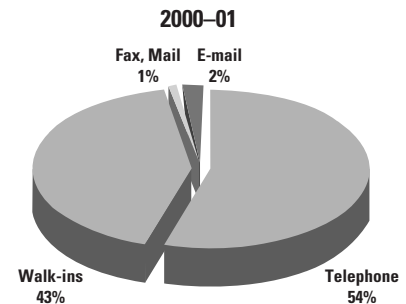
Another potential factor is the increasing use of the Internet to obtain basic information. The questions presented to business information officers are changing, as more clients do basic research on the Internet. Now, staff must frequently conduct in-depth research to find the precise information required to answer a question. The number of calls or e-mails back to clients is increasing. The CBSCs will be adding a method of measuring this type of workload.

1. CIBC, *Trends in Small Business as of October 2001*, October 23, 2001.

However, it is important to note that while some modes of service delivery have decreased in volume, electronic service delivery has increased dramatically over last year. Internet visits are up by 24 percent and e-mail interactions (up by 44.6 percent) have risen sharply over last year. This rearrangement of service modes is consistent with other government service providers who have indicated similar trends in recent years. The use of the Info-FAX system has also decreased dramatically in 2000–01. In fact, current levels have prompted a study to assess the cost/benefit over the longer term for this service.

Figure 7: Volume of Officer-Assisted Client Interactions, 2000–01

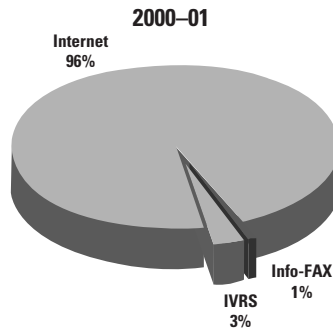
- Overall, officer-assisted modes of service experienced a 16 percent decrease in volume over the previous year.
- However, the number of e-mail interactions increased by 44.6 percent, a clear indicator that clients are increasingly using the Internet to do business research.



Mode	Number of Interactions		% Change
	1999–2000	2000–01	
Telephone	263 765	226 780	-14.0
Walk-ins	221 029	177 186	-19.8
E-mail	5 943	8 592	44.6
Mail	2 537	1 802	-29.0
Fax	1 046	1 107	5.8
Total	494 320	415 467	-16.0

Figure 8: Volume of Self-Serve Client Interactions, 2000–01

- Internet access to CBSC programs and services continues to grow, increasing 24 percent over last year.
- Fax-on-demand continues to decline significantly as a method of receiving information. The CBSCs will be considering the termination of this service in 2001–02 if this trend continues and other options become available.

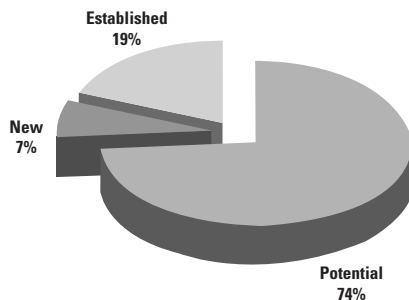


Mode	Number of Interactions		% Change
	1999–2000	2000–01	
Internet (Web visits and Interactive Business Planner sessions)	1 777 645	2 203 967	24.0
Fax-on-demand (Info-FAX)	38 636	19 273	-50.1
Automated telephone system (IVRS)	99 239	79 335	-20.1

Client Profiles

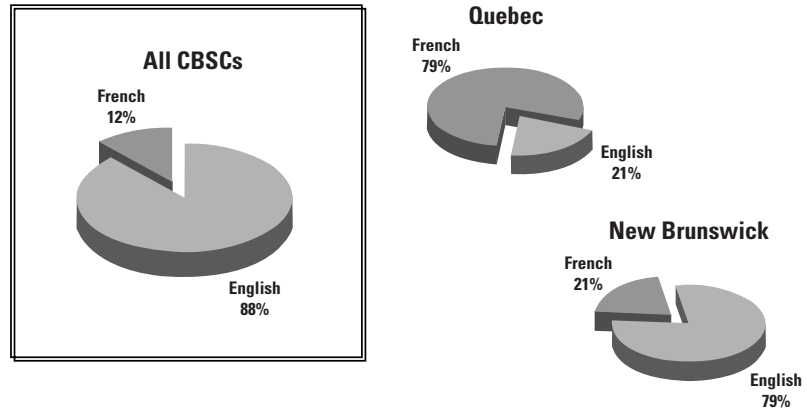
The profile of CBSC clients has remained relatively consistent with previous years. Figures 9, 10 and 11 provide a national picture of the business phase, language and gender of entrepreneurs using CBSC services.

Figure 9: CBSC Clients — Phase of Business, 2000–01



Clients in the start-up phase or potential businesses (74 percent) continued to dominate CBSC service use in 2000–01 (virtually unchanged compared with 1999–2000). For businesses in the start-up phase, the need for government information on programs, services and regulations is greatest.

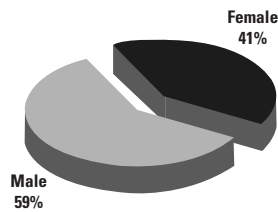
Figure 10: CBSC Clients — Language of Service



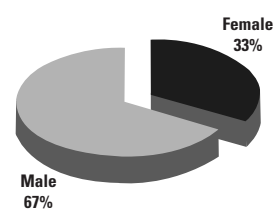
Language of service reflects the client's choice of official language in officer-assisted modes of access. Details are provided for Quebec and New Brunswick, where the percentage distribution significantly affects the national average. On average, demand for service in the minority official language in all other provinces/territories is about 1 percent. Language of service profiles for all CBSCs is unchanged in relation to 1999–2000.

Figure 11: CBSC Clients — Gender Profile

General Business Clients



Export Information Clients



Source: TCI 1-888 Reporter.

It is interesting to note that the gender split differs by 8 percent between general business clients and export information clients. This appears to suggest a lower propensity for female entrepreneurs to explore exporting options.

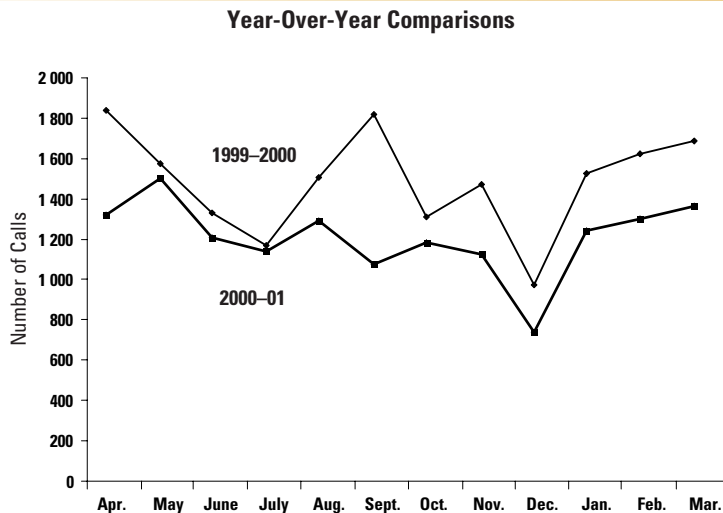
Special Services

Export Information Service

Call volumes were down 18.7 percent over last year on the Team Canada Inc (TCI) line, most likely because of limited promotion of TCI's Export Information Service (1-888-811-1119) by the TCI partnership. The CBCSs answered an average of 1426 trade-related calls per month. The service standard requires 80 percent of calls to be answered within three rings or 20 seconds, and the service standard was exceeded by 13.8 percentage points. Just over one third (34 percent) of calls came from active exporters, while 47 percent were from businesses exploring exporting for the first time. The balance (19 percent) was from exporters who were prepared to export. Consistent with previous years, the most common export inquiries related to issues surrounding regulations, tariffs and the logistics of exporting, e.g., documentation required to export (31 percent), general exporting start-up questions (20 percent) and research into foreign markets (18 percent).

Figure 12 shows the export information demand in 2000–01, while Figure 13 measures the performance against the standard established for this service.

Figure 12: Team Canada Inc 1-888 Line — Call Volumes



Call volumes decreased by 18.7 percent in 2000–01.



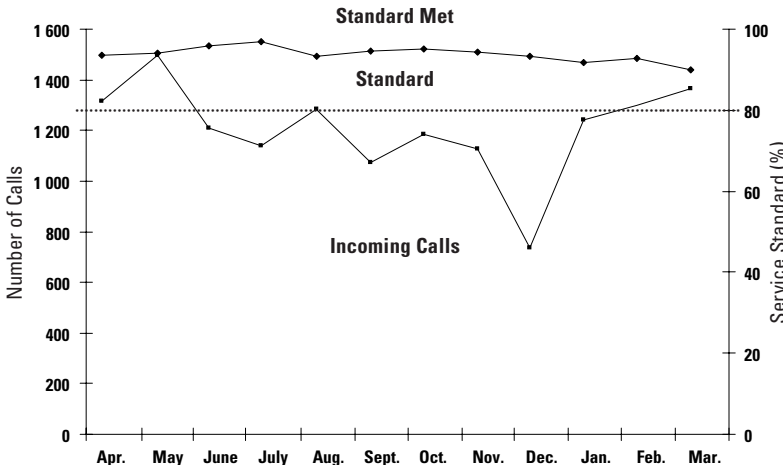
The new Centre for Business Development in Regina.

Saskatchewan

In June 2000, the Canada/Saskatchewan Business Service Centre signed an agreement with the Centre for Business Development in Regina to establish an enhanced regional access partnership. A Canada/Saskatchewan Business Service Centre information officer is now employed at the Centre for Business Development. The information officer provides front-line business information services on behalf of the centre and its partners, which include Western Economic Diversification Canada, Saskatchewan Economic and Co-operative Development, and Women Entrepreneurs of Saskatchewan.

Figure 13: Team Canada Inc 1-888 Line — Service Standard

Fiscal Year 2000-01



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 of 13.8 percentage points throughout the 2000-01 fiscal year.

National Initiatives

Government On-Line and Service Canada

The CBSCs strive to align their products and services with larger government service delivery initiatives at both the federal and provincial/territorial levels. Key among the federal service delivery initiatives are Government On-Line (GOL) and Service Canada. The principles of these initiatives are complementary to those of the CBSCs, particularly focussing on the client, allowing clients a choice of service channels and providing assistance when necessary, while encouraging self-service. The essence of GOL is to put services on-line in an organized, secure and client-focussed way. The CBSCs have contributed significantly to the gateway for Canadian business portion of the redesigned Government of Canada portal.

Business Start-Up Assistant

A key component of the BusinessGateway.ca site is the Business Start-Up Assistant (BSA) (<http://bsa.cbsc.org>). Developed by the CBSCs and launched in January 2001, the BSA brings together reliable information from government and non-government sources and arranges it by topic, including market research; business name, structure and registration; business plan; financing; and hiring employees or contractors. The 14 topics are selected and maintained to strict standards. Since the launch of BusinessGateway.ca, the BSA has been the most popular information cluster, accounting for approximately 17 percent of overall traffic to the site.

A recent survey of the BSA undertaken by the National Secretariat indicated that the product is well received and meets the information needs of 71.9 percent of its users. According to the survey of 850 respondents, 72.2 percent were either completely satisfied or satisfied with the site. When asked if they would recommend it to anyone else planning to start a business, 90.5 percent of the respondents indicated “yes.”

The BSA is not a static product, but rather a work in progress. The comments collected from the survey will help with the development of BSA Version 2 to be launched in 2002. Version 2 will include new topics, integrated national and provincial/territorial information per topic, and improvements to navigation. The new version will also aim to address other problems identified by survey respondents.





Participants attend a business seminar at the Business Link, the Canada Business Service Centre in Alberta.

Alberta

For clients who prefer a classroom setting to obtain information, the Business Link, Alberta's CBSC, offers a series of practical, affordable seminars and workshops each spring and fall. Besides covering the basics of starting a business at home or in a commercial space, the Business Link's Info Sessions provide useful information on a variety of topics, including marketing on a limited budget, proposal writing, tips on saving tax, e-commerce and business resources on the Internet.

Generally ranging from two to three hours in length, the seminars combine an interesting mix of discussion, lecture, video, and question and answer formats. Experienced presenters include both staff and external advisors who are either successful entrepreneurs or accomplished instructors.



Talk to Us! is as easy to use as one-two-three. As soon as the client submits a telephone number, the system activates a session with the client and the business information officer, connecting them on the Internet and by telephone.

Talk to Us!

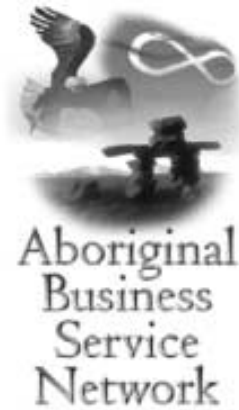
Four successful pilots of a leading-edge service enhancement called "Talk to Us!" were completed in 2000–01. Talk to Us! (<http://www.cbcs.org>) is a unique feature offered by the CBSCs that supports GOL objectives, while providing the choice of assistance in a Web-based service environment. It combines Internet and telephony technologies to enable clients and business information officers to talk to each other as they simultaneously search and look at information on the Internet. Feedback during the design and testing phases has resulted in a user interface that is very easy to use. The four pilot projects were conducted in Alberta, Ontario, Quebec

and New Brunswick, with modest promotion of the service during the development stage. More than 500 early adopters clicked on the "Talk to Us!" button. More than 80 percent felt that the service greatly enhanced their ability to find the information needed. The service is now being rolled out to all other CBSCs except in the Northwest Territories and Nunavut, where the delay caused by satellite Internet and telephone service makes the application unwieldy. The CBSCs also plan to offer this service as part of user support for other business information sites and products.



Aboriginal Business Service Network

A key part of the Aboriginal Business Development Initiative, the Aboriginal Business Service Network (ABSN) builds on the structure of existing CBSCs, tailoring the services to meet the unique requirements of Aboriginal clients. Five lead departments from the Industry Portfolio are committed to the growing success of the initiative: Atlantic Canada Opportunities Agency, Industry Canada, Federal Economic Development Initiative in Northern Ontario (FedNor), Canada Economic Development for Quebec Regions and Western Economic Diversification Canada.



The network of CBSCs has established 65 ABSN partnerships in communities with significant First Nations and Métis populations or on reserves throughout the country, in both rural and urban areas. Each ABSN site has access to a core resource collection geared toward Aboriginal clients. A national ABSN toll-free number (1-877-699-5559) and an Internet site (<http://www.cbsc.org/absn>) complement the community-based partners. Tailored provincial and territorial Aboriginal Business Info Guides providing a summary of federal and provincial/territorial programs and services were created for Aboriginal entrepreneurs.

As the lead in Ontario, Yukon Territory, Northwest Territories and Nunavut, Industry Canada (in conjunction with FedNor in Ontario) has established 23 ABSN sites. In the territories, travelling libraries, equipped with collapsible shelving units, travel to remote Aboriginal communities with collections of business books and self-help guides.

In western Canada, more than 400 computers and basic computer training have been provided to economic development officers, establishing a virtual network infrastructure to access Web-based business information. In Manitoba, the ABSN coordinator has provided business counselling to 144 Aboriginal business clients and visited 14 remote First Nations communities, where Aboriginal Business Info Guides were distributed.

In Quebec, the First People's Business Association is operating a toll-free ABSN business information and referral telephone service. The CBSC in Quebec provided training and other help to get the new service up and running.

In Atlantic Canada, Aboriginal stakeholders have been involved in the development of an Atlantic ABSN through the Atlantic ABSN Working Committee. Public access work stations and business resource materials have been placed with 35 Aboriginal communities and organizations. CBSCs are training local ABSN resource persons on how to use the business information to help entrepreneurs get started.



The TouchScreen Survey Centre on display at the Canada/Ontario Business Service Centre.

Evaluations

New Evaluation Framework

Next year is an evaluation year for the network. In preparation, the National Evaluation Framework (last revised in 1998), which defines the national issues and common questions to be addressed in each centre's evaluation, needed to be updated to remain in line with changing CBSC roles and services. The new framework will be a more comprehensive and state-of-the-art evaluation tool and will be used in 2001–02 for a network-wide evaluation. New features include:

- a “Common Measurement Tool,” as prescribed by Treasury Board Secretariat for measuring client satisfaction with the service delivery experience;
- evaluation geared to “channels” of service delivery — telephone, in-person, Internet (e.g. performance ratings on the usability of the CBSC Internet site); and
- a reorganized section on special partners/services.

The CBSCs are also committed to obtaining regular feedback from clients. The CBSCs use a TouchScreen Survey Centre, which automatically collects, analyses and produces reports on user satisfaction. This desktop unit gives clients an opportunity to provide feedback on the usefulness and quality of the material and assistance available at the CBSCs. Standard client satisfaction questions were also included in the questionnaire. In 2000–01, the survey centre was sent to six centres, including two regional access partners (Ottawa Entrepreneurship Centre and the Mississauga Business Enterprise Centre) as well as the Canada/Manitoba Business Service Centre, the Business Link Business Service Centre in Alberta, the Canada/Saskatchewan Business Service Centre, and the Canada/British Columbia Service Centre.

Preliminary analysis of the surveys indicates that 95 percent of respondents were either satisfied or very satisfied with the business resource collection in the CBSCs. The top four topics clients were seeking information on were how to start a business, business planning, market research and business registration. When asked to compare the CBSCs with other centres that provide business information, respondents rated the services provided by the CBSCs as “better” in the areas of resource collections, relevancy, knowledge of staff, computer facilities and comfort.

Summary of Highlights for 2000–01

In 2000–01, the CBSCs continued to provide timely, accurate and relevant business-related information to small businesses in Canada.

- The Business Information System (BIS) continued to offer bilingual, up-to-date information on federal programs, services and regulations in 1127 federal documents, and provincial/territorial business-related information in 3574 documents.
- Service continued to be offered according to the client's choice of access:
 - via telephone (through the toll-free number for telephone inquiries and fax-on-demand service);
 - in person (through provincial/territorial business resource centres and 382 regional access partners); or via the Internet (through a variety of Web-based services).
- The CBSCs also offered special services:
 - The Aboriginal Business Service Network addresses the needs of the Aboriginal business community. The network of CBSCs established 65 ABSN partnerships in communities with significant Aboriginal populations.
 - The CBSCs operate the Team Canada Inc Export Information Service (a toll-free telephone service for export inquiries). The CBSCs answered an average of 1426 trade-related calls per month in 2000–01.
- In striving to align their products and services with larger government service delivery initiatives, such as Government On-Line and Service Canada, the CBSCs' Web-based services continued to grow and diversify. The following are two examples:
 - The Business Start-Up Assistant (BSA) was launched in January 2001 to provide information to entrepreneurs in the start-up phase. A key component of the BusinessGateway.ca site, the BSA has been the site's most popular information cluster, with approximately 17 percent of overall traffic.
 - Four successful pilots of Talk to Us! were completed in 2000–01. This leading-edge service enhancement provides a choice of assistance in a Web-based service environment.
- The CBSCs' electronic service delivery has increased dramatically over last year. Internet visits increased by 24 percent and e-mail interactions rose by 44.6 percent. At the same time, the use of fax-on-demand (Info-FAX) decreased some 50 percent in 2000–01.

Appendix I: Atlantic Canada Opportunities Agency

Fiscal Year 2000–01 Data

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

PART 1 — Client Volumes and Work Force

Table 1 — Client Volumes

Officer-Assisted Interactions	1999–2000	Percent	2000–01	Percent	Difference	% Change
Telephone	29 504	70.0	30 093	74.1	589	2.0
In-person	9 240	21.9	7 394	18.2	(1 846)	-20.0
Fax	191	0.5	183	0.5	(8)	-4.2
Mail	2 058	4.9	1 341	3.3	(717)	-34.8
E-mail	1 129	2.7	1 574	3.9	445	39.4
Subtotal Officer-Assisted	42 122	100	40 585	100	(1 537)	-3.6
Self-Serve Interactions	1999–2000	Percent	2000–01	Percent	Difference	% Change
Info-FAX	884	100	725	100	(159)	-18.0
IVRS	N/A	N/A	N/A	N/A	N/A	N/A
Subtotal Self-Serve	884	100	725	100	(159)	-18.0
Grand Total	43 006		41 310		(1 696)	-3.9

Note:

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

Table 2 — Work Force

	1999–2000	Percent	2000–01	Percent	Difference	% Change
Federal	31	66	29	45	(2)	-6.5
Provincial	7	15	16	25	9	128.6
Other*	9	19	19	30	10	111.1
Total	47	100	64	100	17	36.2

* May include municipal employees or private sector contractors.

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 Interactive Business Planner and Business Start-Up Assistant sessions), fax-on-demand (Info-FAX), and an automated telephone system (IVRS).

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

PART 2 — Other Indicators

Table 3 — Client Gender

	1999–2000 (Percent)	2000–01 (Percent)	% Change
Male	58	55	-3
Female	42	45	3

Table 4 — Language of Service

	1999–2000 (Percent)	2000–01 (Percent)	% Change
English	92	93	1
French	8	7	-1

Table 5 — Business Phase

	1999–2000 (Percent*)	2000–01 (Percent)	% Change
Potential	71	72	1
New	10	8	-2
Established	18	20	2

* Figures for 1999–2000 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 a year.

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

PART 3 — Special Services

Table 6 — Team Canada Inc Activity

	Number of Calls				Standard Met	
	1999–2000	2000–01	Difference	% Change	1999–2000 (Percent)	2000–01 (Percent)
Telephone	757	634	(123)	-16.2	93.1	94.6

Notes:

The service standard for Team Canada Inc calls is to answer 80 percent of the calls within 20 seconds (three rings). In 2000–01, the centres exceeded the standard by 14.6 percentage points — up from 93.1 percent in the previous fiscal year.

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 2609 trade-related inquiries to the network of CBSCs over fiscal year 2000–01.

Appendix II: Canada Economic Development for Quebec Regions

Fiscal Year 2000–01 Data

CBSC: Quebec

PART 1 — Client Volumes and Work Force

Table 1 — Client Volumes

Officer-Assisted Interactions	1999–2000	Percent	2000–01	Percent	Difference	% Change
Telephone	40 696	77.8	36 828	78.0	(3 868)	-9.5
In-person	10 071	19.3	8 265	17.5	(1 806)	-17.9
Fax	362	0.7	254	0.5	(108)	-29.8
Mail	286	0.5	158	0.3	(128)	-44.8
E-mail	876	1.7	1 700	3.6	824	94.1
Subtotal Officer-Assisted	52 291	100	47 205	100	(5 086)	-9.7

Self-Serve Interactions	1999–2000	Percent	2000–01	Percent	Difference	% Change
Info-FAX	13 889	35.2	5 711	19.8	(8 178)	-58.9
IVRS	25 600	64.8	23 164	80.2	(2 436)	-9.5
Subtotal Self-Serve	39 489	100	28 875	100	(10 614)	-26.9
Grand Total	91 780		76 080		(15 700)	-17.1

Note:

The client volumes include the telephone calls and automated telephone data for the northern Quebec satellite office, Ressources entreprises. This office answers calls on behalf of the Quebec CBSC, Info entrepreneurs, for the northern part of Quebec.

Table 2 — Work Force

	1999–2000	Percent	2000–01	Percent	Difference	% Change
Federal	6	23	8	35	2	33.3
Provincial	0	0	0	0	-	
Other*	20	77	15	65	(5)	-25.0
Total	26	100	23	100	(3)	-11.5

* May include municipal employees or private sector contractors.

Definitions:

Assisted modes of access involve an interaction between the client and a CBSC 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 Interactive Business Planner and Business Start-Up Assistant sessions), fax-on-demand (Info-FAX), and an automated telephone system (IVRS).

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

PART 2 — Other Indicators

Table 3 — Client Gender

	1999–2000 (Percent)	2000–01 (Percent)	% Change
Male	63	62	-1
Female	37	38	1

Table 4 — Language of Service

	1999–2000 (Percent)	2000–01 (Percent)	% Change
English	18	21	3
French	82	79	-3

Note:

The “Other Indicators” data exclude the northern Quebec satellite office.

Table 5 — Business Phase

	1999–2000 (Percent)	2000–01 (Percent)	% Change
Potential	54	55	1
New	4	5	1
Established	42	40	-2

Definitions:

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

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

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

PART 3 — Special Services

Table 6 — Team Canada Inc Activity

	Number of Calls				Standard Met	
	1999–2000	2000–01	Difference	% Change	1999–2000 (Percent)	2000–01 (Percent)
Telephone	3 638	3 317	(321)	-8.8	99.3	96.6

Notes:

The service standard for Team Canada Inc calls is to answer 80 percent of the calls within 20 seconds (three rings). In 2000–01, the centres exceeded the standard by 16.6 percentage points — down from 99.3 percent in the previous fiscal year.

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 2609 trade-related inquiries to the network of CBSCs over fiscal year 2000–01.

The “Special Services” data exclude the northern Quebec satellite office.

Appendix III: Industry Canada

Fiscal Year 2000–01 Data

CBSCs: Ontario, Northwest Territories, Yukon Territory, Nunavut

PART 1 — Client Volumes and Work Force

Table 1 — Client Volumes

Officer-Assisted Interactions	1999–2000	Percent	2000–01	Percent	Difference	% Change
Telephone	75 614	95.8	58 402	94.0	(17 212)	-22.8
In-person	1 449	1.8	968	1.6	(481)	-33.2
Fax	93	0.1	29	0.05	(64)	-68.8
Mail	17	0.0	14	0.02	(3)	-17.6
E-mail	1 735	2.2	2 732	4.4	997	57.5
Subtotal Officer-Assisted	78 908	100	62 145	100	(16 763)	-21.2
Self-serve Interactions	1999–2000	Percent	2000–01	Percent	Difference	% Change
Info-FAX	11 864	28.9	5 969	19.9	(5 895)	-49.7
IVRS	29 131	71.1	23 970	80.1	(5 161)	-17.7
Subtotal Self-Serve	40 995	100	29 939	100	(11 056)	-27.0
Grand Total	119 903		92 084		(27 819)	-23.2

Note:

Ontario's CBSC is a telecentre and does not have a walk-in service. This explains the low volumes for walk-in (in-person) service.

Table 2 — Work Force

	1999–2000	Percent	2000–01	Percent	Difference	% Change
Federal	11	27	9	26	(2)	-18.2
Provincial/Territorial	5	12	4	11	(1)	-20.0
Other	25	61	22	63	(3)	-12.0
Total	41	100	35	100	(6)	-14.6

Definitions:

Assisted modes of access involve an interaction between the client and a CBSC 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 Interactive Business Planner and Business Start-Up Assistant sessions), fax-on-demand (Info-FAX), and an automated telephone system (IVRS).

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

PART 2 — Other Indicators

Table 3 — Client Gender

	1999–2000 (Percent)	2000–01 (Percent)	% Change
Male	58	55	-3
Female	42	45	3

Table 4 — Language of Service

	1999–2000 (Percent)	2000–01 (Percent)	% Change
English	99	99	0
French	1	1	0

Table 5 — Business Phase

	1999–2000 (Percent*)	2000–01 (Percent)	% Change
Potential	66	64	2
New	9	12	3
Established	24	24	0

* Figures for 1999–2000 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 a year.

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

PART 3 — Special Services

Table 6 — Team Canada Inc Activity

	Number of Calls				Standard Met	
	1999–2000	2000–01	Difference	% Change	1999–2000 (Percent)	2000–01 (Percent)
Telephone	10 070	7 144	(2 926)	-29.1	91.7	95.5

Notes:

The service standard for Team Canada Inc calls is to answer 80 percent of the calls within 20 seconds (three rings). In 2000–01, the centres exceeded the standard by 15.5 percentage points — up from 91.7 percent in the previous fiscal year.

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 2609 trade-related inquiries to the network of CBSCs over fiscal year 2000–01.

Appendix IV: Western Economic Diversification Canada

Fiscal Year 2000–01 Data

CBSCs: British Columbia, Alberta, Saskatchewan, Manitoba

PART 1 — Client Volumes and Work Force

Table 1 — Client Volumes

Officer-Assisted Interactions	1999–2000	Percent	2000–01	Percent	Difference	% Change
Telephone calls	117 951	36.7	101 457	38.2	(16 494)	-14.0
In-person	200 269	62.4	160 559	60.5	(39 710)	-19.8
Fax	400	0.1	641	0.2	241	60.3
Mail	176	0.1	289	0.1	113	64.2
E-mail	2 203	0.7	2 586	1.0	383	17.4
Subtotal Officer-Assisted	320 999	100	265 532	100	(55 467)	-17.3

Self-Serve Interactions	1999–2000	Percent	2000–01	Percent	Difference	% Change
Info-FAX	11 999	21.2	6 868	17.6	(5 131)	-42.8
IVRS	44 508	78.8	32 201	82.4	(12 307)	-27.7
Subtotal Self-Serve	56 507	100	39 069	100	(17 438)	-30.9
Grand Total	377 506		304 601		(72 905)	-19.3

Note:

Following a decision of the CBSC Managing Partner Committee, the data for the Calgary Business Information Centre were excluded from the fiscal year 2000–01 volumes as the Calgary Business Information Centre does not answer calls on behalf of the Business Link (the Alberta CBSC). The data had been included for fiscal year 1999–2000.

Table 2 — Work Force

	1999–2000	Percent	2000–01	Percent	Difference	% Change
Federal	26	37	27	40	1	3.8
Provincial	21	30	24	35	3	14.3
Other	24	34	17	25	(7)	-29.2
Total	71	100	68	100	(3)	-4.2

Definitions:

Assisted modes of access involve an interaction between the client and a CBSC 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 Interactive Business Planner and Business Start-Up Assistant sessions), fax-on-demand (Info-FAX), and an automated telephone system (IVRS).

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

PART 2 — Other Indicators

Table 3 — Client Gender

	1999–2000 (Percent)	2000–01 (Percent)	% Change
Male	59	60	1
Female	41	40	-1

Table 4 — Language of Service

	1999–2000 (Percent)	2000–01 (Percent)	% Change
English	99	99	0
French	1	1	0

Note:

For fiscal year 1999–2000, the Calgary satellite office data are included.

Table 5 — Business Phase

	1999–2000 (Percent*)	2000–01 (Percent)	% Change
Potential	86	84	-2
New	3	4	1
Established	10	12	2

* Figures for 1999–2000 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 a year.

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

PART 3 — Special Services

Table 6 — Team Canada Inc Activity

	Number of Calls				Standard Met	
	1999–2000	2000–01	Difference	% Change	1999–2000 (Percent)	2000–01 (Percent)
Telephone	3 365	3 351	(14)	-0.4	92.7	93.6

Notes:

The service standard for Team Canada Inc calls is to answer 80 percent of the calls within 20 seconds (three rings). In 2000–01, the centres exceeded the standard by 13.6 percentage points — slightly up from 92.7 percent in the previous fiscal year.

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 2609 trade-related inquiries to the network of CBSCs over the 2000–01 fiscal year.

The "Special Services" data exclude the Calgary satellite office.

Appendix V: National Service Standards

The Canada Business Service Centres continuously strive for cost-effective and user-friendly ways to make business information easily accessible to 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 (although some centres may offer some enhanced local services for a fee).
- Service is delivered in each province and territory.
- Service is provided in the official language of your choice.
- We strive to make our services known to you.
- Clients are treated with courtesy and respect.
- We provide current information on federal and provincial/territorial government business-related products, programs, services and regulations. This information is accurate, helpful, relevant and timely.
- The majority of inquiries receive a response within one business day, for requests received in person, 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 data base are updated monthly and the remainder of the federal documents are updated every 9 to 12 months.
- Telephone service is available free of charge, generally from 9:00 a.m. to 5:00 p.m., Monday to Friday (except on holidays, as they apply in each province and territory). For exact service times, contact the centre in your province or territory.
- Our Web site is available 365 days a year, 24 hours a day, except during periods of system maintenance.
- Info-FAX is available free of charge, 365 days a year, 24 hours a 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 VI: 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@cbsc.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
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
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
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@cbpsc.org
Web site: <http://www.cbpsc.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
Web site: <http://www.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@cbsc.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: cbpscnb@cbsc.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@cbsc.ic.gc.ca
Web site: <http://www.cbsc.org/pe>

Newfoundland and Labrador

Canada/Newfoundland and Labrador
Business Service Centre
90 O'Leary Avenue
P.O. Box 8687, Station A
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: info@cbsc.ic.gc.ca
Web site: <http://www.cbsc.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@cbsc.ic.gc.ca
Web site: <http://www.cbsc.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@cbsc.ic.gc.ca
Web site: <http://www.cbsc.org/yukon>

Nunavut

Canada/Nunavut Business Service Centre
P.O. Box 1000, Station 1198
Parnaivik Building
Iqaluit NU 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: cnbsc@gov.nu.ca
Web site: <http://www.cbsc.org/nunavut>