

Canada Business

Services for entrepreneurs



Annual Report 2004–05



Government
of Canada

Gouvernement
du Canada

Canada 

Canada Business

Annual Report 2004–05



For a print copy of this publication, please contact:

Publishing and Depository Services
Public Works and Government Services Canada
Ottawa ON K1A 0S5

Tel. (toll-free): 1 800 635-7943 (Canada and U.S.)

Tel. (local): (613) 941-5995

TTY: 1 800 465-7735

Fax (toll-free): 1 800 565-7757 (Canada and U.S.)

Fax (local): (613) 954-5779

Email: publications@pwgsc.gc.ca

This publication is available upon request in accessible formats. Contact:

Multimedia and Editorial Services Section
Communications and Marketing Branch
Industry Canada
Room 262D, West Tower
235 Queen Street
Ottawa ON K1A 0H5

Tel.: (613) 948-5267

Fax: (613) 947-7155

Email: multimedia.production@ic.gc.ca

This publication is also available electronically on the World Wide Web at the following address: www.canadabusiness.gc.ca

Permission to Reproduce

Except as otherwise specifically noted, the information in this publication may be reproduced, in part or in whole and by any means, without charge or further permission from Industry Canada, provided that due diligence is exercised in ensuring the accuracy of the information reproduced; that Industry Canada is identified as the source institution; and that the reproduction is not represented as an official version of the information reproduced, nor as having been made in affiliation with, or with the endorsement of, Industry Canada.

For permission to reproduce the information in this publication for commercial redistribution, please email:
copyright.droitdauteur@pwgsc.gc.ca

Cat. No. Iu1-6/2005E

ISBN 0-662-42828-5

54415E

Aussi offert en français sous le titre *Entreprises Canada, Services aux entrepreneurs — Rapport annuel 2004-2005*.

Foreword

We are pleased to present the first annual report of Canada Business, a newly formed service-to-business initiative. This report summarizes the performance and national activities for 2004–05.


During the past year, the Canada Business Service Centre network merged with the Government of Canada's business portal, Business Gateway, to form Canada Business. This new service integration presents excellent opportunities to work more strategically with the four federal lead departments of Canada Business (Atlantic Canada Opportunities Agency, Canada Economic Development for Quebec Regions, Industry Canada and Western Economic Diversification) and provides an enhanced client experience through continuous service improvement and product innovation.

In our first year, Canada Business focused on activities in support of our strategic priorities. A client feedback survey was completed and indicated high levels of satisfaction among survey respondents with Canada Business information, services, products and delivery channels. As well, significant work was achieved to enhance the network's overall information technology infrastructure and its content management systems.

Having spent time this year building a strong foundation for improvement, we look forward to a number of new initiatives in the coming year, which include: rationalizing our application architecture, exploring new collaborative partnerships, enhancing our search engine capabilities and developing more client-centred information taxonomies.

Ours is very much a cross-government agenda, so we are very grateful for the strong support we have received from other government departments and agencies. We also want to pay tribute to the Canada Business managers for their tremendous contribution to a successful year.

We welcome your feedback on Canada Business and this report.



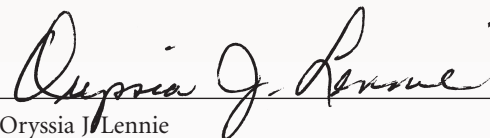
■ Michelle d'Auray
President
Canada Economic Development for Quebec Regions



■ Richard Dicerni
Deputy Minister
Industry Canada



■ Monique Collette
President
Atlantic Canada Opportunities Agency



■ Oryssia J. Lennie
Deputy Minister
Western Economic Diversification Canada

Contents

Introduction	1
A Proud History of Business Service Excellence	1
Audience, Mandate and Mission	2
Core Canada Business Information Products and Resources	3
Service Delivery Channels: “Click” – “Call” – “Visit”	6
Internet-Based Services	9
Canada Business Governance and Collaborative Arrangements	10
Canada Business Workforce	13
Supporting a Diverse Canadian Entrepreneurship	15
Budget Overview	16
Accomplishments — 2004–05 Performance Report	17
Audits and Evaluations	24
Summary of 2004–05 Highlights	27

Appendices

Appendix A: Atlantic Canada Opportunities Agency	28
Appendix B: Canada Economic Development for Quebec Regions	30
Appendix C: Industry Canada	32
Appendix D: Western Economic Diversification Canada	34
Appendix E: National Service Standards	36
Appendix F: Canada Business Contacts and Locations	37

Introduction

In 2004, Canada Business Service Centres came together with Business Gateway to form “Canada Business” to deliver “click,” “call” and “visit” services to entrepreneurs across Canada. This change is part of the Government of Canada’s service-to-business vision to streamline and integrate service delivery with the goal of strengthening small and medium-sized enterprises (SMEs) and supporting Canadian competitiveness in key sectors.

Canada Business is a collaborative arrangement among Government of Canada departments and agencies, provincial and territorial governments and, in some cases, not-for-profit organizations that helps Canadian entrepreneurs get accurate information, advice and support they need to build their businesses. Canada Business provides Canadian entrepreneurs with a single window of access to a wide array of information resources that support sound business planning and the expansion of new markets, both domestic and foreign, for Canadian goods and services.

A Proud History of Business Service Excellence

Canada Business Service Centres

Originally launched as a pilot project in 1992, the Canada Business network was created to raise awareness of the various government programs and services available to Canadian entrepreneurs, as well as to provide an easy and convenient source to access business information from various departments and jurisdictions.

In 1994, the Canada Business Service Centre initiative was launched. Funded under the Government of Canada’s Jobs and Growth Agenda,¹ which recognized the importance of small business and entrepreneurship in the economic turnaround and job creation, the Canada Business network evolved quickly, adding a centre in each province and territory (including Nunavut in 2000). To further extend services, the Canada Business Service Centres began sharing information resources and expertise with a growing network of more than 435 Regional Access Partners in communities across Canada.

Throughout a decade of providing front-line service, the Canada Business Service Centres have successfully adapted and taken full advantage of new trends in service delivery and ever-changing information technology.



Staff in front of the service centre holding the 10th anniversary banner.

New Brunswick — 10th Anniversary Celebrations

To mark its 10th anniversary, in November 2004 the Canada/New Brunswick Service Centre held a reception thanking its many business clients and partners for their ongoing support.

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

The Evolution of the Canada Business Network

1992–93

Pilot projects undertaken in N.S.,
Man., Alta.

Information management:
Electronic “Rolodex” (Megatext)

1993–94

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

1994–95

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

1995–96

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

1996–97

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

1997–98

Centre opened in Y.T.

1998–99

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

1999–2000

Interactive Business Planner launched
online

2000–01

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

2001–02

InfoFax retired

2003–04

Merger of Business Gateway and
Canada Business Service Centres

2004–05

Launch of Canada Business

Business Gateway

Business Gateway began as part of the Government of Canada’s Government On-Line initiative, which was intended to provide integrated, client-centred online service delivery to Canadians by 2005. Conceived as the Government of Canada’s web portal for business, Business Gateway was featured on the Government of Canada website (www.canada.gc.ca).

In 2003–04, as part of the Government of Canada’s service-to-business agenda, the Canada Business Service Centres forged a successful collaboration with Business Gateway to enhance service to Canadian entrepreneurs. In 2004–05, the online content and functionality of the Canada Business Service Centre and Business Gateway websites were integrated into one online presence — Canada Business.

Audience, Mandate and Mission

The Canada Business **audience** comprises entrepreneurs at various phases of the business cycle. These phases include entrepreneurs exploring potential ventures, those who have started a new business, and those who have an established business.

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

The **mission** of Canada Business is fourfold:

- improve the start-up, survival and growth rates of SMEs by giving business people in every part of Canada access to accurate, timely and relevant information and referrals
- reduce the complexity of dealing with various levels of government by consolidating business information from the clients’ perspective in one convenient service
- enable clients to make well-informed business decisions in a global economy
- encourage business success through sound business planning, market research and the use of strategic business information

Core Canada Business Information Products and Resources

On behalf of the Government of Canada and its partners, Canada Business delivers a host of information products and resources through a variety of channels across Canada. Through its collaboration with the provinces and territories, information products and resources are supplemented by jurisdictionally relevant content — providing a truly client-centred, integrated information service.

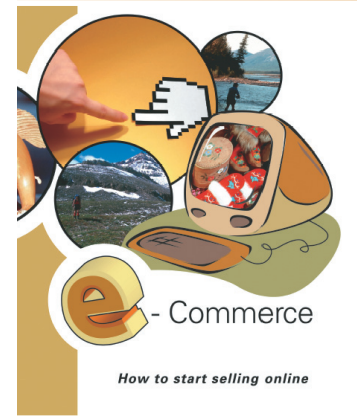
Business Information System

The foundation of the Canada Business network is its ability to provide reliable, accurate information that is easy to access in a number of ways. The Business Information System (BIS) is a national, web-based database, which allows Canada Business content developers and information officers to create, manage, publish and access information in a unified system. BIS includes a collection of federal and provincial/territorial information. It contains descriptions of government programs, services and regulatory requirements relevant to Canadian businesses and sets a high standard in content quality, design and customer appeal. Information officers are able to locate requested information promptly and to help clients navigate through the government programs and services available for starting, improving or expanding a business. BIS currently contains more than 2000 federal and provincial/territorial documents that describe business programs, services, regulations and organizations. In addition, BIS holds a variety of integrated or “blended” information products, such as info-guides, how-to guides and fact sheets.

Info-guides provide a multi-jurisdictional overview of a particular subject and are assembled into one, easy-to-use guide. They are available on specific topics, such as business start-up, financing, exporting and e-business.

How-to guides explain potential steps and requirements in establishing specific types of businesses. Current how-to subjects include such businesses as bed and breakfast accommodations, convenience stores, restaurants, personal-care homes for seniors, and alternative and complementary health care. Each Canada Business service centre supplements provincial/territorial information to the national documents, while many centres also create guides on other topics. In 2004–05, two new how-to guides were released: *Starting a Beauty Salon / Barber Shop / Esthetics / Tanning* and *Starting a Consulting Business*.

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



Northwest Territories — E-Commerce Guide

In 2004, the Canada /Northwest Territories Business Service Centre launched *E-Commerce: How to Start Selling Online*. This guide, designed for someone considering starting an online business, outlines a series of steps to help entrepreneurs develop their e-business.

Québec	Canada Economic Development	Canada
Français	Contact Us	Help
Business Information	Site Map	News
	Services	Library
		About Us
		Home

Road Map - Financing Innovative SMEs

The Road Map is the extended version of the Canadian Technology Network's *SME Financing Chart*. It is a didactic tool that formalizes the steps required to complete an innovative project or a project with innovative components.

In addition to following the Road Map, you can consult Julie, our virtual assistant.

Road Map Steps

1. [Improve your knowledge of the world of financing](#)
2. [Improve your competency through case studies](#)
3. [The lessons learned](#)
4. [Who can help you with your reflection and your approach?](#)

You can download the CTN's *SME Financing Chart* (PDF file).

Info entrepreneurs Road Map for Financing Innovative SMEs.

Quebec — Development of Online Navigation and Consultation Tools for SME Innovation Programs

Early in 2004, Info entrepreneurs launched a two-year project to develop dynamic and user-friendly online navigation and consultation tools for programs that support innovation in Quebec SMEs. These web-based tools include a “Virtual Assistant,” which uses linguistic analysis technology to process questions asked by users and to find the best possible answer, as well as a didactic tool that formalizes all the steps required to carry out an innovative project. This project was developed with the collaboration of Industry Canada and the financial assistance of Canada Economic Development of Quebec Regions and the Canadian Technology Network.

Business Resource Collection

The Canada Business network offers access to a business resource collection, along with reference assistance. The business resource collection focuses on the information needs of aspiring and established entrepreneurs and exporters.

The business resource collection includes:

- key publications of the 44 Government of Canada departments and agencies, and of provincial/territorial ministries
- many commercial sources of information, such as business directories and statistical databases
- videos, print materials and CD-ROMs on a range of business topics

A committee of Canada Business information specialists from across the country decides which acquisitions to add to the core collection. Many of the licences and titles are procured centrally on behalf of the network. The collection is used in both the “self-serve” and assisted modes (assisted modes involve telephone or personal interaction). Some Canada Business service centres offer lending or mobile access to the collection.

Web-Based Products and Tools

The award-winning **Interactive Business Planner (IBP)** (www.cbcs.org/ibp) continues to rise in popularity, with use in 2004–05 increasing by 4.3 percent over the previous fiscal year (see Figure 1). Incorporating many links to government information, the tool promotes access to government requirements and information sources for business clients as they develop plans.

Figure 1. Number of New IBP Plans Created by Fiscal Year



Plans Created:

FY 1999-2000 = 26 558	FY 2003-04 = 46 579 (+4.6%)
FY 2000-01 = 26 359 (-0.7%)	FY 2004-05 = 48 592 (+4.3%)
FY 2001-02 = 37 240 (+41.3%)	
FY 2002-03 = 44 516 (+19.5%)	Total = 229 844

The **Online Small Business Workshop** (www.cbsc.org/osbw) provides techniques and information for developing a business idea; starting, marketing and financing a new venture; and improving an existing small business.

The **Business Start-Up Assistant** (www.bsa.cbsc.org) (BSA) draws on multiple jurisdictions to supply the information needs of entrepreneurs in the start-up phase in each region of Canada. Version 2.2 of the BSA was released in mid-February 2005. This latest version contains new screens for the selection of start-up topics and the location of a business, adjustments to topic categorization, and a number of other enhancements to improve the user's experience with the site. All changes are the result of comments received from users and participants during site-usability testing.

In 2004-05 the BSA site's collection consisted of 7431 content links. Total visits to the BSA increased by 14.6 percent in comparison with 2003-04. Average visit length increased by 33.6 percent in 2004-05.



jorg&olif — The Dutch City Bikes Inc. principals Rob MacDonald and Jane Cox: Small Business BC praised the company's business plan to sell European-style bicycles locally as being well researched and organized.

jorg&olif — The Dutch City Bike Company

jorg&olif — The Dutch City Bike Company Inc. is an import business that retails, wholesales and distributes Dutch city bikes, cargo bikes and lifestyle accessories in Canada and to select cities in the United States. It has frequently used the services of Small Business BC, and in 2004 won the second annual province-wide Business Plan contest. jorg&olif president Rob MacDonald attests: "Small Business BC is a fabulous resource for any entrepreneur and existing small business, particularly the one-on-one advice provided by many of their 'mentors.' It's amazing what you can learn over a cup of coffee."



Catherine Goguen receives the Public Sector Quality Fair silver award on behalf of the Canada/Ontario Business Service Centre.

Canada/Ontario Business Service Centre — Silver Award Recipients at 2004 Public Sector Quality Fair

In 2005, the Canada/Ontario Business Service Centre won a silver award at the Public Service Quality Fair for the quality of the development process for the centre's "how-to" guides. For the eighth year, the Public Sector Quality Fair continues the tradition of showcasing service quality excellence in the federal, provincial, municipal, health-care and education sectors across Ontario.

Service Delivery Channels: “Click” – “Call” – “Visit”

Clients have a wide choice of channels for accessing Canada Business information services, with all of them capable of responding in an equivalent manner to questions. At the same time, Canada Business recognizes that clients use access channels for different purposes. A recent client survey indicated that:

- for assisted channels (telephone or in person), in person is the preferred means of access
- telephone and Internet remain significantly preferred access methods
- services are routinely accessed using at least two channels
- the system is accessed once or multiple times
- satisfaction was highest for the assisted, value-added channels such as telephone and in person

“Click”

The **Canada Business website** (www.canadabusiness.gc.ca) provides easy access to a comprehensive inventory of information of federal and provincial/territorial government programs, regulations and information products. The website comprises 14 individual sites — one for each province and territory, and a national site. Each local site posts regionally specific content and reflects the collaborative arrangements in place. The central site provides national information content and web-based tools, while each Canada Business service centre provides content that is specific to its region to address local information demand.

Generally, sites are organized from the business client's perspective, with topics and search options to suit various needs.

Overall, the Canada Business website received 6.3 million visits in 2004–05, a 31-percent increase over the last fiscal year.

Email Service

Canada Business also offers the convenience of asking business questions by email. Clients can email their requests for business-related information and are assured a response within one business day. Canada Business also responds to enquiries received via standard mail and by fax.

Wireless Service

Through the Government of Canada Wireless Portal project, clients can locate the contact information for their nearest Canada Business service centre (www.canada.gc.ca/mobile/tut_c_e.html#cbsc).

The Wireless Portal project is designed to complement existing service channels, through which users can obtain Government of Canada information.

“Call”

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

Knowledgeable information officers who can respond to business-related questions in both official languages staff the Canada Business call centres.

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



Canada/Ontario Business Service Centre and Regional Access Program Managers meet in Belleville on May 19, 2005.

Regional Access Partner Meetings

Senior management of the Ontario Ministry of Economic Development and Trade, Community Futures Development Corporations, and Federal Economic Development Initiative for Northern and rural Ontario participated in the Canada/Ontario Business Service Centre annual meetings held for the Regional Access Program partners (110 business service delivery organizations in communities in Ontario). Meetings focused on collaboration and on exploring ways to enhance integrated business service delivery through collaboration.

“Visit”

Canada Business offers walk-in services, where clients may access information in person from a local Canada Business service centre. Clients can choose to browse the business resource collection on their own or seek assistance from the knowledgeable staff. The business resource collection includes information for small businesses, particularly entrepreneurs looking to start a business, and provides information to assist in market research (global and domestic) and sound business planning. Workstations connected to the Internet are made available to clients, while some Canada Business service centres also provide seminars, tours of the facilities, co-located services such as business registration or business counselling, and advisory services in special areas of business interest (e.g. e-business, exporting).

Regional Access Partners

In 2004–05, the Canada Business Regional Access Partners continued to grow, adding 79 sites to a network that now boasts 435 partners. Regional Access Partners deliver in-person, value-added services on behalf of Canada Business to smaller regions and communities across Canada. Partners include provincial and municipal offices, Community Futures Development Corporations, Aboriginal organizations and business-oriented associations (see Table 1).

Table 1. Regional Access Partners

Partners	Number
Canada Business Regional Access Partners	329
Aboriginal Business Service Network	106
Total	435

Internet-Based Services

Special Services

Team Canada Inc Export Information Service — This toll-free telephone service is operated by Canada Business on behalf of Team Canada Inc, a network of federal departments and agencies working with the provinces, territories and other partners to help Canadian businesses prepare for the global marketplace. Whether clients are already exporting goods or services, or are new to the opportunities of global markets, the service makes it easier to find the right program, service or expert to consult. Canada Business export specialists are specially trained to answer export questions and direct clients to the many domestic export services available at the federal and provincial/territorial levels. Canada Business also responds to export questions received via email from ExportSource (www.exportsource.ca), the Team Canada Inc website.

Aboriginal Business Service Network (ABSN) — The ABSN (www.cbsc.org/absn) addresses the needs of Aboriginal business people to access information on Aboriginal entrepreneurship within their communities. The network builds on the Canada Business structure, providing free-of-charge access to government information on business programs, services and regulations that are tailored to meet the unique requirements of Aboriginal clients. The network is funded by the Atlantic Canada Opportunities Agency, Canada Economic Development for Quebec Regions, the Federal Economic Development Initiative for Northern Ontario, Aboriginal Business Canada in Southern Ontario, and Western Economic Diversification Canada. It is delivered through existing Aboriginal organizations and supported by Canada Business.

Access for Entrepreneurs with Disabilities

For entrepreneurs with disabilities, Canada Business makes its services and products available across all modes of access.

Highlights include:

- a national TTY line (1 800 457-8466), with centralized expertise to provide more consistent help to users
- improvements to the physical layout of Canada Business service centres, with accessible workstations (readers, keyboards and furniture) and wider aisles
- staff awareness and sensitivity training



Alberta: "It's All About Opportunities — A Gathering of Aboriginal Entrepreneurs"

On October 25–26, 2004, The Business Link's Aboriginal Business Service Network held its second successful conference, "It's All About Opportunities — A Gathering of Aboriginal Entrepreneurs." More than 170 Aboriginal entrepreneurs and service providers gathered from across Alberta: 80 percent of the delegates were from outside the city of Edmonton, representing 40 communities. Of the total participants, 75 percent were entrepreneurs; the remaining were service providers or intermediaries. The conference included 16 workshops on various small business topics, a networking mixer at The Business Link, and a panel of Aboriginal Entrepreneurs who shared stories of their challenges and successes.

Canada Business Governance and Collaborative Arrangements

Federal Lead Departments

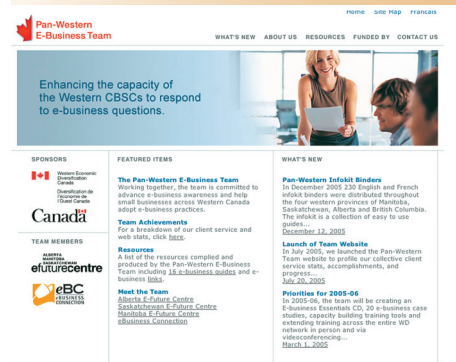
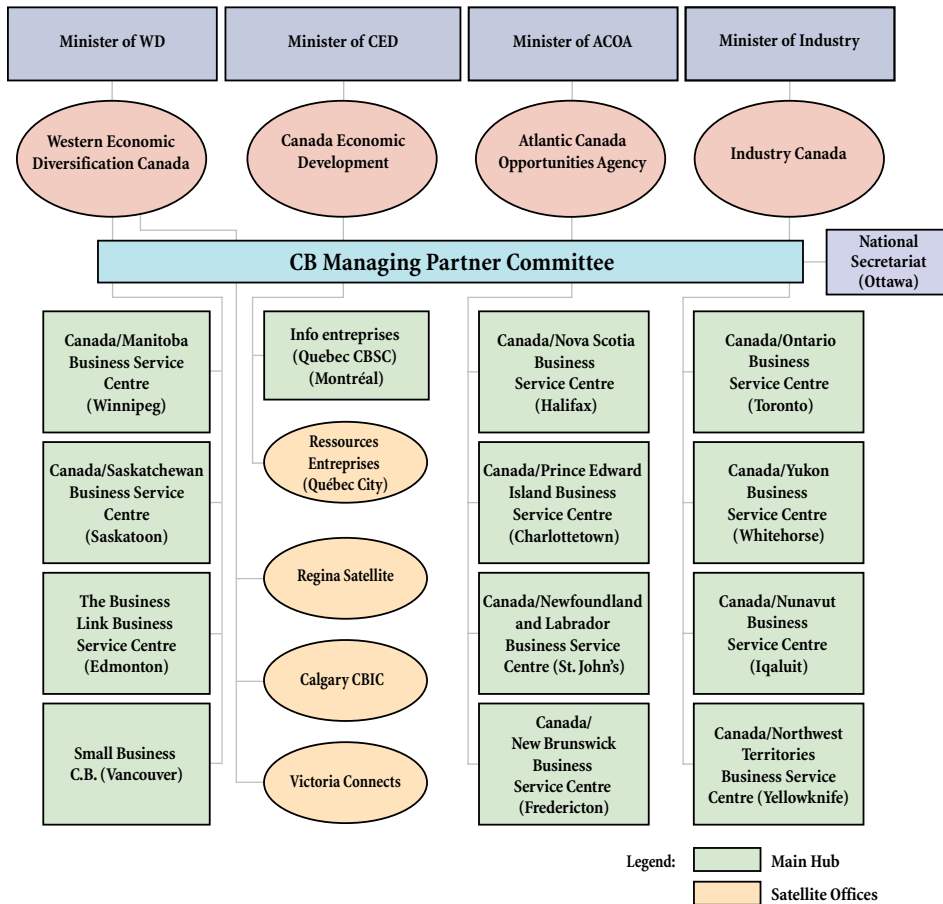
The Canada Business network is managed on behalf of the federal government by Atlantic Canada Opportunities Agency, Canada Economic Development for Quebec Regions, Industry Canada and Western Economic Diversification Canada (see Figure 2).

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

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

- share and manage costs of delivering an information service for business, which focuses on government programs, services and compliance, and across all modes of access (telephone, in person and on the web)
- develop and invest in an integrated database of programs, services and compliance requirements, and in a set of tools that encourage sound business planning and market research

Figure 2. Federal Lead Departments



In July 2005, the Pan-Western E-Business Team website was launched.

Pan West E-Business Team

Under the leadership of The Business Link and with support from Western Economic Diversification, the four western Canada Business service centres — Alberta E-Future Centre in Edmonton (www.e-future.ca/alberta); eBusiness Connection (eBC) in Vancouver (www.e-bc.ca/); Saskatchewan E-Future Centre in Saskatoon (www.e-future.ca/sask); Manitoba E-Future Centre in Winnipeg (www.e-future.ca/manitoba) — came together to establish a Pan West E-Business Team to provide services that will advance the awareness of e-business practices within Western Canada's business community. Through this initiative, clients across the West have access to a consolidated set of e-business information and tools on topics such as web design, Internet marketing, selling online, business-to-business e-commerce, e-business success stories, search engine optimization and more. Services include an extensive collection of over 30 e-business info-guides, information-packed websites, specialized training, and personal one-on-one service in each of the respective centres.

Canada Business National Secretariat

In January 2005, the Canada Business National Secretariat was transferred from the Chief Information Officer's (CIO's) Sector at Industry Canada to the Operations Sector. This organizational shift was the result of a recent information management/information technology review conducted at Industry Canada, which recommended that program or business unit activities should not be part of the CIO.

The Operations Sector was seen as a logical place for Canada Business, as it shares a service delivery orientation with the Operations Sector, which administers key marketplace services as well as business programs.

Although no longer organizationally part of Canada Business, the CIO still supports information technology on behalf of Canada Business.



The Board of Trade of Metropolitan Montréal celebrated the anniversary of Info entrepreneurs.

Quebec — Info Entrepreneurs Honoured by the Montréal Board of Trade

The Board of Trade of Metropolitan Montréal celebrated the 10th anniversary of its Info entrepreneurs Branch with an open house. Benoit Labonté, president and chief executive officer of the Board of Trade of Metropolitan Montréal, addressed the guests and declared that “for the Board of Trade, it is clear that SMEs are at the heart of our economic vitality. In Quebec, they represent the great majority of our companies. Not only do they employ almost half of Quebec workers, but they also create the majority of new jobs in Quebec. Our entrepreneurs are a precious asset, and we are proud to have supported them for the past 10 years through our Info entrepreneurs Service.”

The National Secretariat’s roles include:

- coordinating the network with federal partners and developing policies to promote a consistent national network operation
- supporting information management of web-based applications and the Canada Business website
- managing federal information and core information collections (electronic and hard copy)
- coordinating special development projects
- supporting various committee structures

Decision Making

Federal Committees

The key federal committee is the Canada Business Managing Partners Committee, composed of representatives at the Assistant Deputy Minister level from each of the four federal lead organizations. This committee ensures that the federal strategic and operational objectives of the Canada Business initiative are achieved. It also provides a forum to discuss and manage regional changes of strategic significance, which could affect the Canada Business service delivery model.

Operational Committees

The decentralized, collaborative arrangement of Canada Business presents an operational challenge to management, as stakeholders from across the network are required to communicate and reach consensus on major operational decisions. To address this challenge, Canada Business has successfully developed a national committee structure, whereby committees are formed on particular subjects, with regional representatives from across the Canada Business network. The committees provide an open forum in which participants can collaborate and share best practices on issues that affect the entire network, such as developing core service definitions, identifying potential new services or products, and adopting national standards.

Collaborative Arrangements

Successful collaborative arrangements are a key component of the Canada Business network. An answer to a client question may require information from various sources, including governmental and non-governmental departments or agencies. Business services, programs and regulatory roles are shared between many departments and agencies and all levels of government. By having collaborative arrangements with provinces/territories — and in some cases municipal and not-for-profit organizations — Canada Business can focus on the client by bringing all information together in one place. Many of these arrangements have been in place since the beginning of the initiative and have been successfully renewed more than once. The arrangements respond to different opportunities for collaboration across the country and take various forms (see Table 2).

Table 2. Types of Collaborative Arrangements**Formal agreements with governments of:**

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

Contractual agreements with:

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

Administrative and/or cost-sharing arrangements and co-locations in:

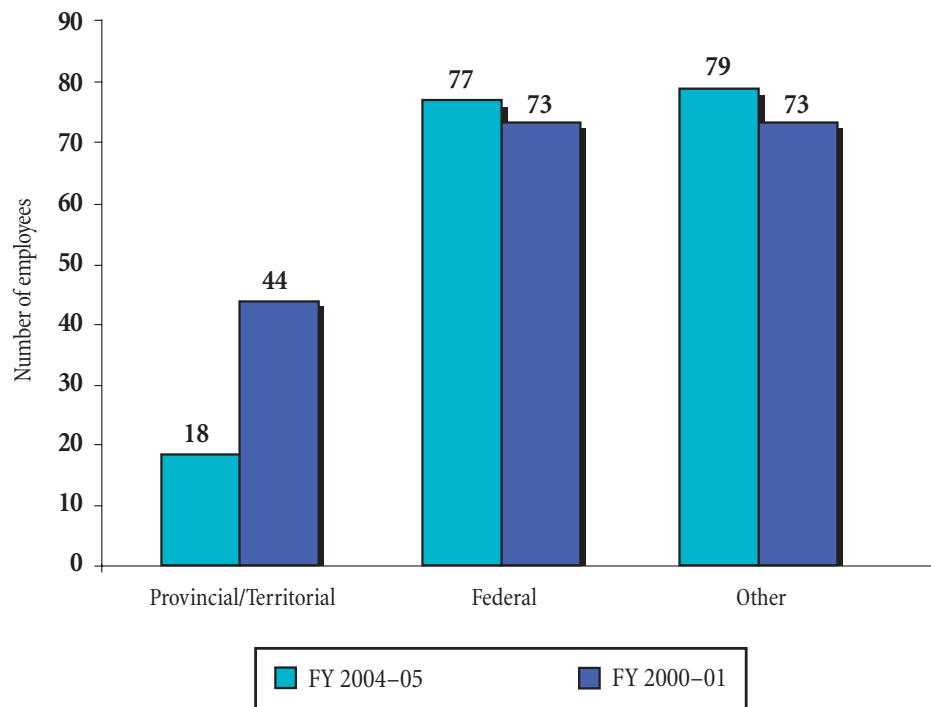
- Nova Scotia
- Prince Edward Island
- New Brunswick

Canada Business Workforce

The Canada Business workforce is a unique blend of federal, provincial/territorial, municipal and private sector staff (see Figure 3). Canada Business staff 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 because of federal and provincial/territorial budgets, program announcements, legislative changes and current events. As electronic delivery becomes more prevalent, information officers must be resourceful and adept at finding the best information on the Internet. Increasingly, Canada Business clients use the Internet for basic research and then present information officers with more complex questions.

Managing a Canada Business service centre is challenging, 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.

Figure 3. Changes in Canada Business Workforce Over 2000–01 and 2004–05



Canada Business service centre staff has decreased by 9 percent since 2000–01. Both “federal” and “other” categories of staff increased in numbers, while provincial/territorial staff, decreased by 59 percent during this period. This decrease occurred because the status of Canada Business service centres in British Columbia and Alberta changed from being provincially run organizations to being not-for-profit entities. In some cases, employees left these organizations; in other cases, employees changed in status from “federal” to “other.”

Supporting a Diverse Canadian Entrepreneurship

Small and medium-sized businesses represent a diverse and dynamic component of the Canadian economy and provide an important source of economic growth and prosperity.

Businesses that have less than 100 employees may be small in scale, but they are a big part of the Canadian economy. Of the 2.2 million business entities in Canada, more than 95 percent are small businesses. Of course, due to their relative size, these firms do not account for the bulk of Canada's economic output. Nevertheless, small businesses still represent roughly a third of Canada's real gross domestic product (GDP), excluding public administration, and employ almost 40 percent of all working Canadians, or about 5 million people.²

Over the last two decades, Canadian society has witnessed important social and demographic changes, which are reflected in the diversity of Canadian SMEs. These changes include the increase in the number of women, immigrant, Aboriginal, young and older (age 55+) entrepreneurs.

Canada Business recognizes the diversity of Canadian entrepreneurs and ensures that its outreach activities, products and services continue to be relevant and reflect its evolving client base.

Following is a partial list of some of the outreach and business support activities undertaken by Canada Business across Canada.

Outreach Activities

Trade shows — Canada Business staff often participate in local trade fairs and shows in order to promote the network to potential clients. Trade shows and fairs present excellent opportunities to bring attention to the programs and services of Canada Business while allowing for staff to gain an understanding of regional clients, sectors and issues.

Electronic outreach — Canada Business uses websites to promote various events of interest and networking opportunities to the business community. Several Canada Business service centres also offer electronic newsletters for subscribers in their province or territory.

Inreach — To highlight the complete range of business services available, Canada Business and its Regional Access Partners host events such as lunchtime information sessions, seminars on specific topics, access to guest advisers (accountants, lawyers, etc.), open houses and tours by business school groups.



Some of the 200 participants at the 2004 Bridges to Better Business™ held in London, Ontario, on October 20, 2004.

Ontario — Bridges to Better Business™

Twenty-five Ontario Regional Access Program partners (Small Business Enterprise Centres) participated in roundtable discussions at the 2004 Bridges to Better Business™ event held in London, Ontario, in October 2004. The event coincided with Small Business Month and resulted in outreach to more than 7000 business clients (an increase of about 2000 from the previous year). Bridges to Better Business™ is an annual, one-day learning and networking event, jointly supported by the provincial Ministry of Economic Development and Trade (MEDT) and Canada/Ontario Business Service Centre. This event provides valuable contacts and innovative ideas for entrepreneurs and provides insight into client needs. The client information and trends in information needs gleaned from these discussions were made available to the lead sponsor, the Ontario Ministry of Economic Development and Trade, and to the participating partner organizations.

2. TD Bank Financial Group, *Canadian Business Goes Global for Growth* (June 2004).



Manitoba — Small Business Week®

The year 2004 marked the 25th anniversary of Small Business Week® (October 17–23), a joint venture of the Canada/Manitoba Business Service Centre, the Business Development Bank of Canada and the Manitoba and Winnipeg Chambers of Commerce. With its theme of “You’re the power behind the Canadian economy, let’s share the energy!”, Small Business Week® 2004 showcased entrepreneurs who have turned ideas for products and services into thriving businesses.

Support for Business Events

Small Business Week® — Canada Business has always contributed in some way to local events for the Business Development Bank of Canada’s Small Business Week®.

World Intellectual Property Day — In 2004–05, Canada Business partnered with the Canadian Intellectual Property Office to promote awareness of intellectual property management issues.

Competitions and Awards

Canada Business service centres often host various competitions for clients. In 2004, the Canada/British Columbia service centre (Small Business BC) offered a competition for the best business plan. The service centre was impressed by both the quantity and quality of business plans submitted. This year’s winner was jorg&olif — The Dutch City Bike Company Inc (see sidebar, page 5).

Budget Overview

Canada Business Service Centres were originally funded as part of the federal government’s jobs and growth agenda, which recognized the importance of small business and entrepreneurs in Canada. In 1998, the Canada Business Service Centre mandate and funding of \$75 million over five years were renewed. In 2004–05, funding was renewed for the years 2004–05 and 2005–06, at \$15 million per year (see Table 3).

Table 3. Canada Business Funding by Partner, 2004–05 and 2005–06

Partner	2004–05 000s	2005–06 000s	Total 000s
Atlantic Canada Opportunities Agency	2 642	2 642	5 284
Western Economic Diversification Canada	3 977	3 977	7 954
Canada Economic Development for Quebec Regions	1 878	1 878	3 756
Industry Canada — Canada Business Service Centres	2 856	2 856	5 712
Industry Canada — Canada Business Secretariat	3 647	3 647	7 294
Total	15 000	15 000	30 000

Accomplishments — 2004–05 Performance Report

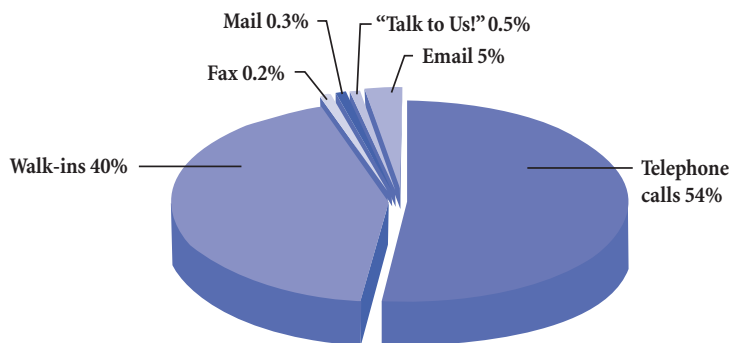
Volume of Business

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

During 2004–05, the Canada Business network experienced a 44-percent increase in total interactions across all service delivery channels. Figures 4 and 5 summarize the national volume of client interactions in the officer-assisted and self-serve channels.

Officer-assisted modes of access (see Figure 4) involve an interaction between a client and a business information officer. Interactions include in-person, telephone, email, fax, mail and “Talk to Us!” sessions. Of the total number of client interactions in 2004–05, 267 230 were handled by information officers, representing a 9.3-percent decline in officer-assisted interactions from the previous year. Although overall officer-assisted modes of service decreased, email interactions increased by 5.8 percent.

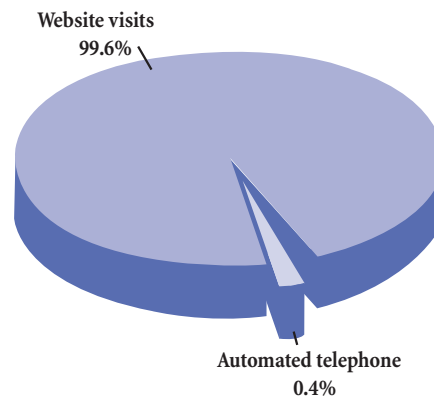
Figure 4. Volume of Officer-Assisted Client Interactions, 2004–05



Officer-Assisted Interactions			
Channel	2003–04	2004–05	% Change
Telephone calls	159 632	143 021	-10.4
Walk-ins	118 685	106 996	-9.9
Email	13 544	14 335	5.84
“Talk to Us!”	1 499	851	-43.2
Mail	830	1 513	82.3
Fax	333	514	54.6
Sub-Total Officer-Assisted	294 523	267 230	-9.3

Figure 5 illustrates the rise in self-serve interactions (included are website visits and automated telephone system queries) in 2004–05, showing an overall increase of 31 percent from the previous year. In total, Canada Business service centre websites received more than 6 million visits in 2004–05 — a 31-percent increase over the previous year.

Figure 5. Volume of Self-Serve Client Interactions, 2004–05



Self-Serve Interactions			
Self-Serve Interactions	2003–04	2004–05	% Change
Website visits	4 800 000	6 300 000	31.3
Automated telephone	34 337	27 527	-19.8
Sub-Total Self-Serve	4 834 337	6 327 527	30.9

Government portals such as Canada Business are emerging as the means of bringing order and citizen-centred functionality to online government services. Citizens are provided a single point of contact for government services and transactions. Online transactions offer flexibility and convenience — no waiting lines, 24/7 availability, and a choice of location and access medium. As a result, Canadians are increasingly choosing to receive their government information using electronic delivery channels. As with other government service providers, Canada Business has witnessed this online trend as the number of electronic transactions and Internet access has increased significantly in recent years.

As clients become more sophisticated in Internet research, questions presented to business information officers are sometimes more complex. Canada Business staff must themselves frequently undertake in-depth research to find precise responses to client demands. As well, the frequency of follow-up calls or emails to clients is increasing.

Internet Server Availability

In 2004–05, the Canada Business Internet servers were available 95.21 percent of the time. This represents a 2-percent decrease from last year.

WebTrends®

Canada Business uses WebTrends® web-reporting software to monitor website traffic. The data provide insight into how clients interact with Canada Business websites. Some highlights from 2004–05 include:

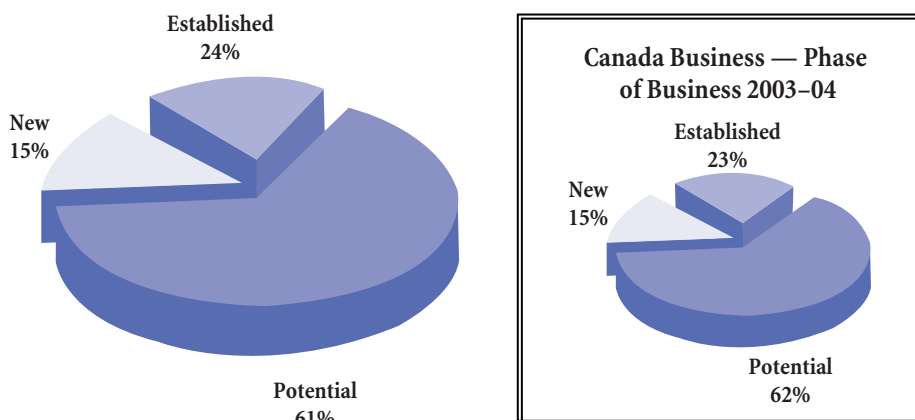
- the total number of pages viewed was 30 610 724, for an average of 6.42 pages per visitor
- the average visit lasted 16.56 minutes
- 44.7 percent of visitors are not referred, meaning that users are accessing the Canada Business home page directly, not from other websites
- visits were evenly distributed over the year, with a slight drop over the summer months and peaks in March (personal income tax return preparation) and November

Client Profile

In 2004–05, the Canada Business client profile remained consistent with previous years.

Potential entrepreneurs in the start-up phase of business were the largest group of Canada Business clients, representing 61 percent of the client profiles (see Figure 6). The growth rate of potential entrepreneurs was greatest for the Yukon Territory, the Northwest Territories and Nunavut, but was also strong for Ontario, which is in keeping with the strong economic performance of that region in the past two years.³ In contrast, the number of start-ups decreased by 16 percent in Quebec, reflecting the weak provincial trend of the last few years.⁴ See this report’s appendices for details.

Figure 6. Canada Business Clients — Phase of Business 2004–05



3. *Canadian Small Business — Back in High Gear*, CIBC World Markets, September 2004.

4. *Ibid.*



Mariano and Marie Aupilardjuk open with a prayer and the lighting of the Qulliq, a traditional Inuit lamp and stove, to mark the launch of the QINIQ broadband network held in Rankin Inlet in May, 2005.

Broadband Service in Nunavut

In summer 2004, Canada/Nunavut Business Service Centre helped the Nunavut Broadband Corporation test its broadband service, which was officially launched May 10, 2005, during the week of the Nunavut Trade Show. The broadband service will bring affordable, high-speed access to the Internet to Nunavummiut in all 25 Nunavut communities.



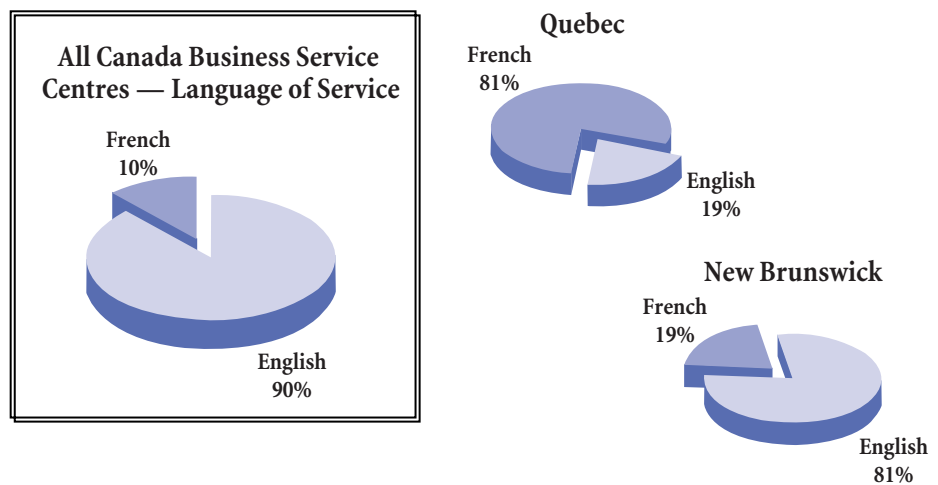
Adam Harris of Mathis Instruments.

New Brunswick — Mathis Instruments

Adam Harris's first encounter with the Canada/New Brunswick Business Service Centre came about by chance. Fresh from Dalhousie University in 2002, the commerce graduate opted to take a short-term job at the centre's Fredericton-based office. "I was immediately impressed with the level of support that the people at the centre offered businesses," says Harris. "The extensive range of databases, the work the officers did for clients...it was truly a full-service business information resource," he adds. He also notes that, even after leaving the job for a marketing position at Mathis Instruments — a burgeoning new Fredericton-based technology manufacturer — his ties to the centre remained strong, but this time as a client. "Part of my job at Mathis is to identify new sectors and markets, target clients and identify potential partnerships for new applications for our technology. To do it, I need access to accurate, timely and focused information. From the beginning, the centre was one of the first places I turned to," explains Harris, who today holds the position of Market Research and Business Development Co-ordinator for Mathis.

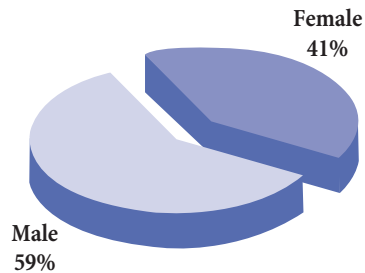
Figure 7 shows the proportion of clients requesting service in each official language in officer-assisted modes of access for 2004–05. Nationwide, the proportion changed slightly from 2003–04, with 10 percent of clients requesting service in French and 90 percent requesting service in English. Details are also 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 and territories is about 1 percent.

Figure 7. Canada Business Clients — Language of Service



The client gender profile in 2004–05 (see Figure 8) showed a 3-percent increase in the proportion of female clients. This increase is consistent with the impressive growth of female entrepreneurs over the past 15 years.⁵

5. *Women Entrepreneurs: Leading the Charge*, CIBC World Markets, June 2005.

Figure 8. Canada Business Clients — Gender Profile

Special Services

Export Information Service

In 2004–05, Canada Business answered 10 581 calls on behalf of the Team Canada Inc (TCI) 1 888 Export Information service — a 5-percent decline from the previous year. Another 1804 trade-related calls were transferred to Canada Business from the Department of Foreign Affairs and International Trade, totalling 12 385 trade-related calls that were answered. In addition to telephone calls, 126 emails were answered and 55 “Talk to Us!” sessions were logged on behalf of TCI.

Export-ready clients or active exporters accounted for 43.4 percent of export inquiries in the past fiscal year, a drop from 51.9 percent in 2003–04. Potential exporters accounted for 56.6 percent of inquiries, up 8.5 percent from the preceding year. The most requested information in 2004–05 related to regulations, logistics and tariffs, accounting for 39.7 percent of inquiries. Export start-up was the second largest information request, accounting for 31.0 percent of inquiries. Demand for information on financing accounted for 7.5 percent of inquiries — a decline of 15.0 percent from 2003–04. The number of new businesses seeking exporting assistance rose, while clients in established businesses declined 2.5 percent to 48.0 percent over 2004–05.

National Initiatives

Unified Content Strategy

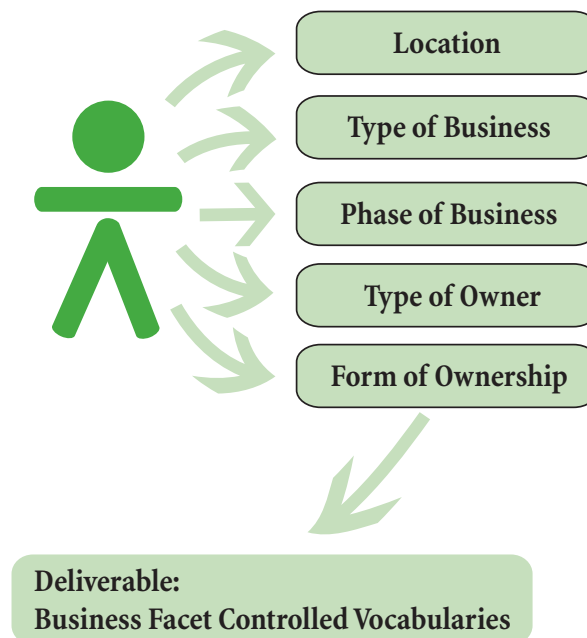
The challenge of bringing together the Canada Business Service Centres and the Business Gateway websites under the new Canada Business identity requires a site strategy that not only improves consistency and reduces duplication, but also delivers demonstrable improvements in its overall usefulness to Canadian entrepreneurs and to the Canada Business network of content partners.

This year, the Canada Business Secretariat developed a Unified Content Strategy to develop the new site's information architecture. Using a research-driven design methodology, the Unified Content Strategy allows Canada Business more flexibility to develop and deliver information based on client needs, resulting in a website that is consistent, accurate, adaptable, scalable and considerably more useful, reliable and relevant to users.

Canada Business used a cross-functional, team-based approach to website design and implementation that allows collaboration from multiple disciplines, including communications and marketing, research, content development, visual design, interface / interaction design, information architecture, usability, database design, systems analysis, and web technology development. This collaborative approach will ensure an effectively managed, centralized Canada Business content collection, with content grouped and structured into consistent types. As well, the design methodology is iterative, meaning that it will continuously improve as it responds to shifting government, partner and client priorities.

A successful content management approach eliminates out-of-date or inaccurate content, broken links and poor search results. It can also enable enhancements such as personalization, delivery of content to multiple formats and devices (e.g. print, web or wireless) and faster introduction of online products and services (see Figure 9).

Figure 9. Unified Content Strategy



The information needs and compliance requirements of any business enterprise are shaped by a variety of factors (see Figure 9). Used in combination with subject classification, these “facets” will allow clients of Canada Business to locate relevant information with improved relevance and precision, and will underpin the ability to create profiles for subscription-based information services. Applied as metadata to Canada Business content, this approach will be leveraged through navigation interfaces and search engine configuration.

Canada Business “Contact Us” User Support

The Canada Business network offers comprehensive user support services to various partners that target a similar business audience. The service distributes all user support requests to regional Canada Business service centres. The full support suite includes toll-free telephone and fax service, TTY service, email, in-person referrals and the “Talk to Us!” interactive telephone service. Partners benefit from a proven network that provides high-quality service to business, and they receive customized feedback reports. This year the network added the websites Sources of Financing (www.strategis.ic.gc.ca/epic/internet/insof-sdf.nsf/en/Home) and Ebiz.enable (www.strategis.ic.gc.ca/epic/internet/inee-ef.nsf/en/Home) to its growing list of partner sites.

Technology

In 2004–05 Canada Business launched two key initiatives to modernize information management/information technology infrastructure across the network.

In 2004–05, Canada Business launched a new **Content Management System** (CMS) for managing and publishing the Business Information System. The CMS makes it easier for Canada Business staff across the network to contribute and manage a variety of content. The ability to manage such diverse content within a single system creates efficiencies and enhances reliability. This system gives the organization the tools and platform it needs to bring content under control so that it can be effectively managed and used. In addition, the CMS will streamline the web-publishing process, reduce the number of servers required and create significant maintenance efficiencies for the Canada Business network.

In 2004–05, the **Multi-Channel Service Delivery Assistant** (MSDA) was launched. The MSDA is a web-based application that allows Canada Business front-line officers to enter and capture data in one system, irrespective of which channel is used to serve clients. This new application integrates the current client service system with key applications. It allows information officers to search, view, print, save, email, fax and mail information from Canada Business content repositories and licensed resources. In addition, the MSDA features an automated reporting module for statistics on Canada Business services, partnership services and information delivered to clients.



“Bookkeeping from a Shoebox” held in Saskatoon.

Saskatchewan — “Bookkeeping from a Shoebox”

Over 225 clients attended the “Bookkeeping from a Shoebox” workshop series held in communities all across Saskatchewan in 2004–05. “Bookkeeping from a Shoebox” is a hugely popular hands-on training program that teaches basic bookkeeping skills to entrepreneurs. Originally developed by Saskatchewan’s Aboriginal Business Services Network, the workshop has proven valuable to entrepreneurs across Saskatchewan.



Alberta — Speech Automated Survey System

From December 2004 to March 2005, The Business Link in Alberta utilized, for the first time, a Speech Automated Survey System to gather comments from a sampling of 400 clients, primarily those who just received service over the telephone. Overall, a rating of 94 percent satisfaction (good to excellent) regarding quality of service was achieved, exceeding a target of 85 percent. These results confirm that a high level of service is delivered by the centre's front-line staff, and it is recognized by its clients. It also provided The Business Link with a benchmark for future evaluations.

Audits and Evaluations

Business Start-Up Assistant Usability Tests and Online Survey

The Canada Business Secretariat's Business Start-Up Assistant (BSA) Team carried out usability testing with potential BSA users in December 2004. The usability testing was an integral part of a client-centred approach that the BSA Team adopted in order to enhance and improve the user's experience with BSA Version 2.2 in 2004–05.

Following the release of the new version in mid-February 2005, an online survey was conducted between February 21 and April 5, 2005. Eight hundred and fifty-one responses were received. The survey's results validate that the significant improvements made for Version 2.2 maintained high client satisfaction ratings of the BSA website.

Team Canada Inc Client Survey

In 2004, TCI commissioned a client feedback survey of its 1 888 Export Information Service. Between August and October 2004, 158 TCI clients were interviewed by phone, and 24 TCI partners completed web-based questionnaires. Overall, results were very positive, with 85 percent of customers expressing satisfaction with their most recent contact with the TCI Export Information Service. Customers were particularly pleased with:

- efforts made by officers to assess needs
- the helpfulness and courtesy of officers
- speed of the service
- availability of service in the official language of the client's choice

Canada Business Service Centre Client Feedback Survey Results

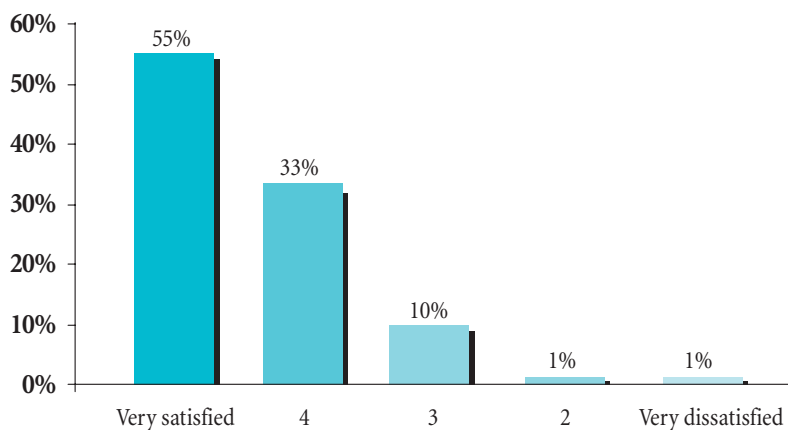
During January and February 2005, Canada Business service centres in Quebec, Manitoba, Saskatchewan and Ontario participated in a client feedback survey. The survey was based on the methodology used in the 2003–04 Canada/Ontario Business service centre. For this survey, the Canada Business Secretariat worked with the participating centres to revise the questionnaires and incorporate the latest common measurement tools.

The objectives of the survey were to assist Canada Business in better serving clients' needs, determine how best to deliver its services, and provide a benchmark for client survey data.

Overall, the survey results indicate that clients are highly satisfied with Canada Business products, services and accessibility. Results were particularly high for the telephone and in-person channels. Both these channels provide a level of “human touch” and provide an individualized service to clients. These findings make clear the need for a robust multi-channel strategy for Canada Business.

Figures 10, 11 and 12 illustrate some of the survey’s highlights.

Figure 10. Satisfaction with Accessibility of Canada Business Service Centres



The survey results indicate that, overall, 88 percent of survey respondents were satisfied or highly satisfied with the accessibility of Canada Business services. Figure 10 illustrates clients’ overall satisfaction with accessibility.

Comments from Canada Business Survey Respondents

“Very happy with service. I never knew there was something like that out there. Very useful. I’d continue to call again whenever I have a question.”

“Service was very proficient. All the information seems to be in place. Accessible. I’m going to continue to use more of the information.”

“I used the Interactive Business Planner to create my business plan. This provided me with a clear picture of where I wanted to go and how to get there.”



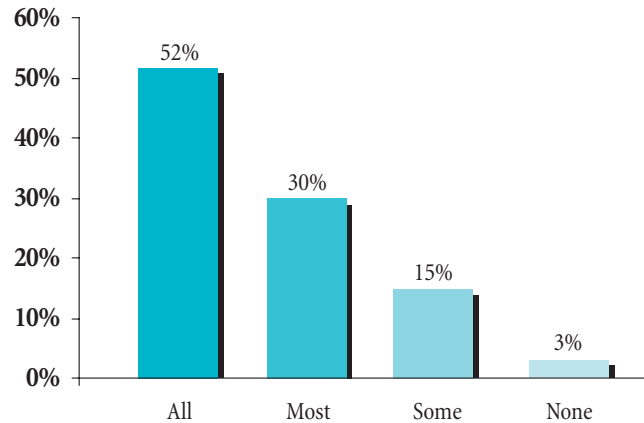
John Bil shucks an oyster.

P.E.I. — Keep on Shucking

In 1996, John Bil opened “Keep on Shucking,” an oyster catering business that operates throughout the Maritimes. Equipped with a portable oyster bar, John caters for a wide range of events, from wedding to business receptions. In the last eight years, John has shucked millions of oysters!

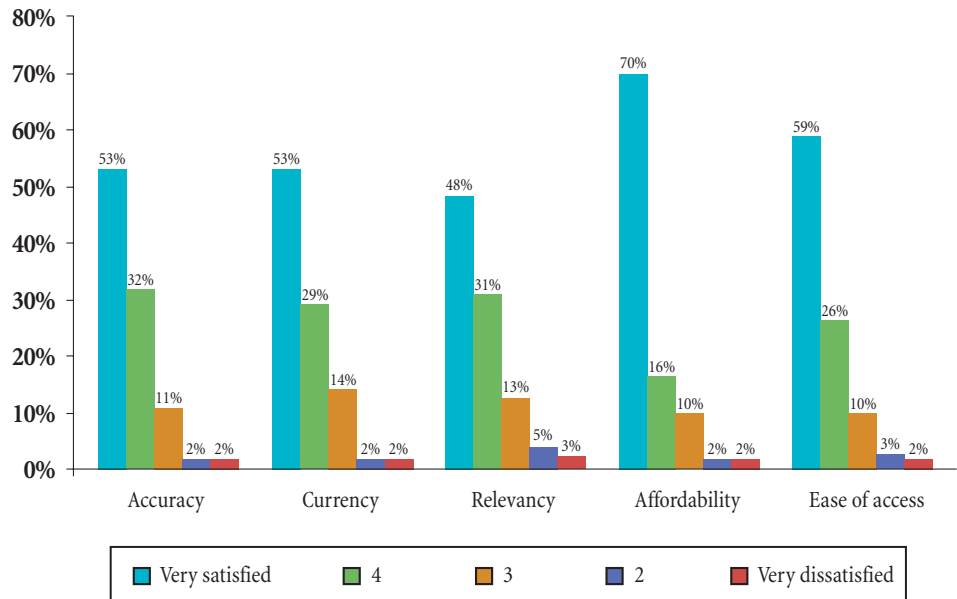
The Canada/PEI Business Service Centre is very proud to have been an important part of John’s first steps into business. John used the centre to obtain more information on such things as health department regulations for oysters, where to register a business and how to obtain a tax number. As John stated: “The [Canada Business] staff were so helpful, and within 45 minutes all my questions were answered.”

Figure 11. Satisfaction of Clients in Finding What They Were Looking For



When asked if they had found what they were looking for, more than 80 percent of the respondents indicated that they had found all or most of the information they were looking for (see Figure 11).

Figure 12. Satisfaction with Canada Business Information



The majority of respondents were “very satisfied” with various aspects of the information they received (see Figure 12).

Summary of 2004–05 Highlights

In 2004–05, Canada Business continued to provide timely, accurate and relevant business-related information to clients.

- The Business Information System offered bilingual, up-to-date information on federal programs, services and regulations in 918 documents, and provincial/territorial business-related information in 1326 documents. Two new how-to guides were added to the national collection.
- Service continued to be offered according to clients' choice of assisted or self-serve channels:
 - Business information officers respond to business inquiries by telephone, in person, and by fax, TTY, email and “Talk to Us!”.
 - Clients obtained information through the Canada Business website and its online products, such as the Interactive Business Planner and the Business Start-Up Assistant, as well as through Interactive Voice Response Systems in selected regions.
- Canada Business continued to support regional entrepreneurs through the extended network of 435 Regional Access Partners.
- Canada Business also offered special services:
 - The Aboriginal Business Service Network addresses the needs of the Aboriginal business community.
 - Canada Business operates the Team Canada Inc Export Information Service (a toll-free telephone service for export inquiries). Canada Business service centres answered an average of 1013 trade-related calls per month in 2004–05.
- The Sources of Financing and Ebiz.enable websites were added as Canada Business “Contact Us” user support partners.
- Canada Business developed a Unified Content Strategy to develop the new website's information architecture. The strategy allows Canada Business more flexibility to develop and deliver information based on client needs, resulting in a website that is consistent, accurate, adaptable, scalable and considerably more useful, reliable and relevant to users.
- Significant work was achieved to enhance the network's overall information technology infrastructure. Highlights included the launch of the Content Management System and the Multi-Channel Service Delivery Assistant.
- Results from a 2004–05 Canada Business Client Feedback Survey indicated high levels of satisfaction among survey respondents with Canada Business services, products, information and delivery channels.
- Client uptake in electronic service delivery continued to rise in 2004–05, with Internet visits increasing by 31 percent (6.3 million visits).
- More than 260 000 clients accessed Canada Business services through telephone, walk-in visits, mail, email and fax.

Appendix A: Atlantic Canada Opportunities Agency

Canada Business service centres in Newfoundland and Labrador, Prince Edward Island, New Brunswick, and Nova Scotia.

Part 1 — Client Volumes

Table 1. Client Volumes

Atlantic Canada Opportunities Agency						
Officer-Assisted Interactions	2003–04	%	2004–05	%	Difference	% Change
Telephone calls	20 968	64.1	19 160	60.1	-1 808	-8.6
Walk-ins	8 750	26.8	9 174	28.8	424	4.8
Email	2 116	6.5	2 336	7.3	220	10.4
“Talk to Us!”	307	0.9	116	0.4	-191	-62.2
Mail	470	1.4	922	2.9	452	96.2
Fax	78	0.2	148	0.5	70	89.7
Sub-Total Officer-Assisted	32 689	100.0	31 856	100.0	-833	-2.5

Self-Serve Interactions	2003–04	%	2004–05	%	Difference	% Change
Website visits	660 609	100.0	881 261	100.0	220 652	33.4
Automated telephone*	n/a	n/a	n/a	n/a	n/a	n/a
Sub-Total Self-Serve	660 609	100.0	881 261	100.0	220 652	33.4

Total Interactions	2003–04	2004–05	Difference	% Change
	693 298	913 117	219 819	31.7

* Canada Business service centres in the Atlantic region do not use the Interactive Voice Response Service (IVRS).

Definitions

Assisted modes of access involve an interaction between the client and a Canada Business information officer.

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

Canada Business web statistics (web visits and Interactive Business Planner and Business Start-Up Assistant sessions) are reported at the national level.

Note:

Figures for 2004–05 do not add up to 100 percent due to rounding.

Part 2 — Other Indicators

Table 2. Client Gender

	2003–04 (%)	2004–05 (%)
Male	53.19	51.82
Female	45.26	45.75
Unknown	1.55	2.43

Table 3. Language of Service

	2003–04 (%)	2004–05 (%)
English	93.27	94.09
French	6.73	5.91

Table 4. Business Phase

	2003–04 (%)	2004–05 (%)
Potential	69.72	69.15
New	6.93	7.82
Established	23.35	23.03

Definitions

Potential businesses are those businesses not yet registered and/or operational but that may be established at some future point. Businesses that are still at the conceptual stage are included in this definition.

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

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

Note:

Figures for 2004–05 do not add up to 100 percent due to rounding.

Part 3 — Special Services

Table 5. Team Canada Inc Activity

Number of Calls				
	2003–04	2004–05	Difference	% Change
Telephone	640	692	52	8.1

Appendix B: Canada Economic Development for Quebec Regions

Canada Business service centres in Quebec.

Part 1 — Client Volumes

Table 1. Client Volumes

Canada Economic Development for Quebec Regions						
Officer-Assisted Interactions	2003–04	%	2004–05	%	Difference	% Change
Telephone calls	24 487	72.9	19 681	72.4	-4 806	-19.6
Walk-ins	7 414	22.1	5 763	21.2	-1 651	-22.3
Email	1 355	4.0	1 439	5.3	84	6.2
“Talk to Us!”	223	0.7	158	0.6	-65	-29.1
Mail	63	0.2	69	0.3	6	9.5
Fax*	65	0.2	79	0.3	14	21.5
Sub-Total Officer-Assisted	33 607	100.0	27 189	100.0	-6 418	-19.1

Self-Serve Interactions	2003–04	%	2004–05	%	Difference	% Change
Website visits	577 123	98.4	701 785	99	124 662	21.6
Automated telephone	9 581	1.6	7 384	1	-2 197	-22.9
Sub-Total Self-Serve	586 704	100.0	709 169	100.0	122 465	20.9

Total Interactions	2003–04	2004–05	Difference	% Change
	620 311	736 358	116 047	18.7

* The value for 2003–04 fax interactions has been adjusted from last year’s annual report.

Definitions

Assisted modes of access involve an interaction between the client and a Canada Business information officer.

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

Canada Business web statistics (web visits and Interactive Business Planner and Business Start-Up Assistant sessions) are reported at the national level.

Note:

Figures for 2004–05 do not add up to 100 percent due to rounding.

Part 2 — Other Indicators

Table 2. Client Gender

	2003–04 (%)	2004–05 (%)
Male	61.19	62.21
Female	36.98	36.74
Unknown	1.83	1.05

Table 3. Language of Service

	2003–04 (%)	2004–05 (%)
English	22.52	19.17
French	77.48	80.83

Table 4. Business Phase

	2003–04 (%)	2004–05 (%)
Potential	51.59	43.35
New	7.95	9.92
Established	40.46	46.73

Definitions

Potential businesses are those businesses not yet registered and/or operational but that may be established at some future point. 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 5. Team Canada Inc Activity

Number of Calls				
	2003–04	2004–05	Difference	% Change
Telephone	2995	2554	-441	-14.7

Appendix C: Industry Canada

Canada Business service centres in Ontario, Northwest Territories, Yukon Territory and Nunavut.

Part 1 — Client Volumes

Table 1. Client Volumes

Industry Canada						
Officer-Assisted Interactions	2003–04	%	2004–05	%	Difference	% Change
Telephone calls	43 755	88.4	38 559	87.6	-5 196	-11.9
Walk-ins	581	1.2	772	1.8	191	32.9
Email	4 378	8.9	4 147	9.4	-231	-5.3
“Talk to Us!”	674	1.4	438	1.0	-236	-35.0
Mail	70	0.1	83	0.2	13	18.6
Fax*	24	0.05	26	0.1	2	8.3
Sub-Total Officer-Assisted	49 482	100.0	44 025	100.0	-5 457	-11.0
Self-Serve Interactions	2003–04	%	2004–05	%	Difference	% Change
Website visits	786 877	98.9	1 249 090	99.6	462 213	58.7
Automated telephone	8 976	1.1	5 538	0.4	-3 438	-38.3
Sub-Total Self-Serve	795 853	100.0	1 254 628	100.0	458 775	57.6
Total Interactions	845 335		1 298 653		453 318	53.6

* The value for 2003–04 fax interactions has been adjusted from last year’s annual report.

Definitions

Assisted modes of access involve an interaction between the client and a Canada Business information officer.

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

The Canada Business web statistics (web visits and Interactive Business Planner and Business Start-Up Assistant sessions) are reported at the national level.

Note:

Figures for 2004–05 do not add up to 100 percent due to rounding.

Part 2 — Other Indicators

Table 2. Client Gender

	2003–04 (%)	2004–05 (%)
Male	54.65	54.76
Female	43.48	43.53
Unknown	1.87	1.71

Table 3. Language of Service

	2003–04 (%)	2004–05 (%)
English	98.80	98.60
French	1.20	1.40

Table 4. Business Phase

	2003–04 (%)	2004–05 (%)
Potential	57.47	63.23
New	15.08	18.17
Established	27.44	18.61

Definitions

Potential businesses are those businesses not yet registered and/or operational but that may be established at some future point. Businesses that are still at the conceptual stage are included in this definition.

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

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

Note:

Figures for 2004–05 do not add up to 100 percent due to rounding.

Part 3 — Special Services

Table 5. Team Canada Inc Activity

Number of Calls				
	2003–04	2004–05	Difference	% Change
Telephone	4425	4043	-382	-8.6

Appendix D: Western Economic Diversification Canada

Canada Business service centres in British Columbia, Alberta, Saskatchewan and Manitoba.

Part 1 — Client Volumes

Table 1. Client Volumes

Western Economic Diversification Canada						
Officer-Assisted Interactions	2003–04	%	2004–05	%	Difference	% Change
Telephone calls	70 422	39.4	65 621	40.0	-4 801	-6.8
Walk-ins	101 940	57.0	91 287	55.6	-10 653	-10.5
Email	5 695	3.2	6 413	3.9	718	12.6
“Talk to Us!”	295	0.2	139	0.1	-156	-52.9
Mail	227	0.1	439	0.3	212	93.4
Fax*	166	0.1	261	0.2	95	57.2
Sub-Total Officer-Assisted	178 745	100.0	164 160	100.0	-14 585	-8.2

Self-Serve Interactions	2003–04	%	2004–05	%	Difference	% Change
Website visits	2 035 561	99.2	3 193 358	99.5	1 157 797	56.9
Automated telephone	15 780	0.8	14 605	0.5	-1 175	-7.4
Sub-Total Self-Serve	2 051 341	100.0	3 207 963	100.0	1 156 622	56.4

Total Interactions	2 230 086	3 372 123	1 142 037	51.2
--------------------	-----------	-----------	-----------	------

* The value for 2003–04 fax interactions has been adjusted from last year's annual report.

Definitions

Assisted modes of access involve an interaction between the client and a Canada Business information officer.

Self-serve are modes by which clients can serve themselves, either via the Internet (web visits and Interactive Business Planner and Business Start-Up Assistant sessions) or an Interactive Voice Response Service (IVRS).

Canada Business web statistics (web visits and Interactive Business Planner and Business Start-Up Assistant sessions) are reported at the national level.

Note:

Figures for 2004–05 do not add up to 100 percent due to rounding.

Part 2 — Other Indicators

Table 2. Client Gender

	2003–04 (%)	2004–05 (%)
Male	63.37	60.91
Female	36.42	38.90
Unknown	0.21	0.19

Table 3. Language of Service

	2003–04 (%)	2004–05 (%)
English	99.55	99.40
French	0.45	0.60

Table 4. Business Phase

	2003–04 (%)	2004–05 (%)
Potential	63.76	61.46
New	17.72	16.57
Established	18.52	21.97

Definitions

Potential businesses are those businesses not yet registered and/or operational but that may be established at some future point. 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 5. Team Canada Inc Activity

	Number of Calls			
	2003–04	2004–05	Difference	% Change
Telephone	3105	3292	187	6.0

Appendix E: National Service Standards

Canada Business continuously strives for cost-effective and user-friendly ways to make business information easily accessible to the small business community in Canada. Our commitment to service means:

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

If, for any reason, you are not satisfied with Canada Business 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.

Appendix F: Canada Business Contacts and Locations

Canada

Toll-free across Canada: 1 888 576-4444

British Columbia

Small Business BC
601 West Cordova Street
Vancouver BC V6B 1G1
Toll-free: 1 800 667-2272 (British Columbia only)
Tel.: (604) 775-5525
TTY (toll-free for the hearing-impaired): 771 (long distance charges accepted)
Fax: (604) 775-5520
Email: askus@smallbusinessbc.ca
Website: www.smallbusinessbc.ca
Voice web: vweb.cbosc.org/english/forms/bc/talktous.jsp
Website comments: comments@smallbusinessbc.ca

Alberta

The Business Link — Business Service Centre
Suite 100
10237 – 104 Street NW
Edmonton AB T5J 1B1
Toll-free: 1 800 272-9675
Tel.: (780) 422-7722
TTY (toll-free for the hearing-impaired): 1 800 457-8466
Fax: (780) 422-0055
Email: buslink@cbosc.ic.gc.ca
Website: www.cbosc.org/alberta
Voice web: vweb.cbosc.org/english/forms/ab/talktous.jsp

Saskatchewan

Canada/Saskatchewan Business Service Centre
Suite 2
345 – 3rd Avenue South
Saskatoon SK S7K 1M6
Toll-free: 1 800 667-4374
Tel.: (306) 956-2323
TTY (toll-free for the hearing-impaired): 1 800 457-8466
Fax: (306) 956-2328
Email: saskatchewan@cbosc.ic.gc.ca
Website: www.cbosc.org/sask
Voice web: vweb.cbosc.org/english/forms/sk/talktous.jsp

Manitoba

Canada/Manitoba Business Service Centre
250 – 240 Graham Avenue
P.O. Box 2609
Winnipeg MB R3C 4B3
Toll-free: 1 800 665-2019
Tel.: (204) 984-2272
TTY (toll-free for the hearing-impaired): 1 800 457-8466
Fax: (204) 983-3852
Email: manitoba@cbosc.ic.gc.ca
Website: www.cbosc.org/manitoba
Voice web: vweb.cbosc.org/english/forms/mb/talktous.jsp

Ontario

Canada/Ontario Business Service Centre
Toronto ON M5C 2W7
Toll-free: 1 800 567-2345
Tel.: (416) 775-3456
TTY (toll-free for the hearing-impaired): 1 800 457-8466
Fax: (416) 954-8597
Email: ontario@cbosc.ic.gc.ca
Website: www.cbosc.org/ontario
Voice web: vweb.cbosc.org/english/forms/on/talktous.jsp

Quebec

Info entrepreneurs
Suite 6000
380 Saint-Antoine St. W.
Montréal QC H2Y 3X7
Toll-free: 1 800 322-4636
Tel.: (514) 496-4636
TTY (toll-free for the hearing-impaired): 1 800 457-8466
Toll-free fax: 1 888 417-0442
Fax: (514) 496-5934
Email: infoentrepreneurs@cbosc.ic.gc.ca
Website: www.infoentrepreneurs.org
Voice web: vweb.cbosc.org/english/forms/qc/talktous.jsp

Nova Scotia

Canada/Nova Scotia Business Service Centre
1575 Brunswick Street
Halifax NS B3J 2G1
Toll-free: 1 800 668-1010 (Atlantic region only)
Tel.: (902) 426-8604
TTY (toll-free for the hearing-impaired): 1 800 457-8466
Fax: (902) 426-6530
Email: halifax@cbosc.ic.gc.ca
Website: www.cbosc.org/ns
Voice web: vweb.cbosc.org/english/forms/ns/talktous.jsp

New Brunswick

Canada/New Brunswick Business Service Centre
570 Queen Street
Fredericton NB E3B 6Z6
Toll-free: 1 800 668-1010 (Atlantic region only)
Tel.: (506) 444-6140
TTY (toll-free for the hearing-impaired): 1 800 457-8466
Fax: (506) 444-6172
Email: cboscnb@cbosc.ic.gc.ca
Website: www.cbosc.org/nb
Voice web: vweb.cbosc.org/english/forms/nb/talktous.jsp

Prince Edward Island

Canada/Prince Edward Island Business Service Centre
75 Fitzroy Street
P.O. Box 40
Charlottetown PE C1A 7K2
Toll-free: 1 800 668-1010 (Atlantic region only)
Tel.: (902) 368-0771
TTY (toll-free for the hearing-impaired): 1 800 457-8466
Fax: (902) 566-7377
Email: pei@cbisc.gc.ca
Website: www.cbisc.org/pe
Voice web: vweb.cbisc.org/english/forms/pe/talktous.jsp

Newfoundland and Labrador

Canada/Newfoundland and Labrador Business Service Centre
90 O'Leary Avenue
P.O. Box 8687, Station A
St. John's NL A1B 3T1
Toll-free: 1 800 668-1010 (Atlantic region only)
Tel.: (709) 772-6022
TTY (toll-free for the hearing-impaired): 1 800 457-8466
Fax: (709) 772-6090
Email: info@cbisc.gc.ca
Website: www.cbisc.org/nf
Voice web: vweb.cbisc.org/english/forms/nf/talktous.jsp

Northwest Territories

Canada/Northwest Territories Business Service Centre
c/o NWT Business Development and Investment Corporation
7th Floor
5201 – 50th Avenue
P.O. Box 1320
Yellowknife NT X1A 3S9
Toll-free: 1 800 661-0599
Tel.: (867) 873-7958
TTY (toll-free for the hearing-impaired): 1 800 457-8466
Fax: (867) 873-0573
Email: yel@cbisc.gc.ca
Website: www.cbisc.org/nwt

Yukon Territory

Canada/Yukon Business Service Centre
Suite 101
307 Jarvis Street
Whitehorse YT Y1A 2H3
Toll-free: 1 800 661-0543
Tel.: (867) 633-6257
TTY (toll-free for the hearing-impaired): 1 800 457-8466
Fax: (867) 667-2001
Email: yukon@cbisc.gc.ca
Website: www.cbisc.org/yukon

Nunavut

Canada/Nunavut Business Service Centre
P.O. Box 1000, Station 1198
Iqaluit NU X0A 0H0
Toll-free: 1 877 499-5199
Tel.: (867) 975-7860
TTY (toll-free for the hearing-impaired): 1 800 457-8466
Toll-free fax: 1 877 499-5299
Fax: (867) 975-7885
Email: cnbsc@gov.nu.ca
Website: www.cbisc.org/nunavut

Canada/Nunavut Business Service Centre
Siniktarvik Building, Bag 002
Rankin Inlet NU X0C 0G0
Toll-free: 1 877 499-5199
Tel.: (867) 645-5067
TTY (toll-free for the hearing-impaired): 1 800 457-8466
Toll-free fax: 1 877 499-5299
Fax: (867) 645-2346
Email: cnbsc@gov.nu.ca
Website: www.cbisc.org/nunavut

Canada/Nunavut Business Service Centre
Hamlet of Cambridge Bay, Box 16
Cambridge Bay NU X0B 0C0
Toll-free: 1 877 499-5199
Tel.: (867) 983-2337
TTY (toll-free for the hearing-impaired): 1 800 457-8466
Toll-free fax: 1 877 499-5299
Fax: (867) 983-2193
Email: cnbsc@gov.nu.ca
Website: www.cbisc.org/nunavut