



CANADA BUSINESS

ANNUAL REPORT 2005–06

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Mandate

To serve as the primary source of up-to-date and accurate business-related information, and to provide referrals on government programs, services and regulations—without charge—in all regions of Canada.

Mission

- To improve the start-up, survival and growth rates of small and medium-sized enterprises by giving business people 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.
- To encourage business success through sound business planning, market research and the use of strategic business information.

Executive Summary and Highlights

We are pleased to present the 2005–06 Canada Business Annual Report. In the past fiscal year enhancements to our technological infrastructure have laid the groundwork for future development, while proficient and innovative client service practices have continued to be delivered across the country on a daily basis.

Now in its second decade of service to Canadian entrepreneurs, Canada Business has evolved into a very different initiative from that which began in 1994 as the Canada Business Service Centres. Introduced as a service targeted to business start-ups, Canada Business continues to serve this audience well. At the same time, it has expanded its knowledge base and partnerships to address the needs of other markets, including established businesses, exporters and immigrant entrepreneurs.

Refinements in the tracking system made possible by the Multi-Channel Service Delivery Assistant (MSDA) have enabled centres to collect more meaningful data on Canada Business clients. This helps centres to target their messages more effectively and improve their service offerings. Continued development of MSDA will result in more sophisticated data analysis in the future.

Through a process of user-centred design, Canada Business involves users in the creation of its website products. The aim is to ensure that both current programs and future initiatives are based on a sound knowledge of user needs and experience.

BizPaL became part of Canada Business in 2005. This multi-jurisdiction service offers one-stop access to information on permits and licenses. Its integration with Canada Business is in response to requests by the business community for streamlined government services at all levels.

Also initiated in 2005–06 was content syndication — another streamlining process that will allow Canada Business content to be inserted directly into the websites of intermediaries. Offering clients a consistent and seamless flow of information on the web, content syndication will result in extended market reach, improved access to information, and the development of more effective information products and tools.

Canada Business served over 7 million clients in 2005–06. Its impact on the Canadian business community is significant. Even more significant is the vast network of partnerships and service alliances representing every level of government and the private sector. All are working together toward the common goal of providing a service that is client-focused and customized to specific needs across the country.

We wish to express our appreciation to the dedicated managers and staff from every corner of Canada for the excellence and passion that they bring to this initiative.

Presented by:
Atlantic Canada Opportunities Agency
Canada Economic Development for Quebec Regions
Industry Canada
Western Economic Diversification Canada

About Canada Business

Who We Are

Canada Business is:

- a government information service for businesses and start-up entrepreneurs
- a partnership arrangement involving federal departments and agencies, provincial and territorial governments, and not-for-profit organizations
- a national network offering centralized products through its website, and personal service through its 13 service centres and 456 Regional Access Partners

What We Do

Canada Business serves as a single point of access for learning about federal and provincial/territorial government services, programs and regulatory requirements for business. We offer access to a wide array of information resources, advice and support to Canadians who are starting businesses or growing existing businesses.

What Our Aim Is

By reducing the complexity and burden of dealing with various levels of government, we strengthen small and medium-sized enterprises and increase Canadian competitiveness in key sectors.

Governance and Collaborative Arrangements

Federal Lead Departments

Canada Business is funded and managed on behalf of the Government of Canada by four lead departments:

- [Atlantic Canada Opportunities Agency](#)
 - responsible for Canada Business service centres in New Brunswick, Nova Scotia, Prince Edward Island, and Newfoundland and Labrador

- [Canada Economic Development for Quebec Regions](#)
 - responsible for the Canada Business service centre in Quebec (Info entrepreneurs)
- [Industry Canada](#)
 - responsible for Canada Business service centres in Ontario, the Northwest Territories, Yukon and Nunavut
- [Western Economic Diversification Canada](#)
 - responsible for Canada Business service centres in British Columbia (Small Business BC), Alberta (The Business Link), Saskatchewan (business infosource) and Manitoba (Canada/Manitoba Business Service Centre)

The Canada Business Managing Partners Committee ensures that federal strategic and operational objectives are achieved at national and regional levels. The lead organizations are also responsible for ensuring compliance with federal policies, including policies on official languages, accessibility, access to information and privacy, federal identity, and alternative service delivery.

Collaborative Arrangements

Collaboration has been central to the success of the Canada Business initiative. Business services, programs and regulatory requirements are the concern of all levels of government. Canada Business centralizes this information to make it easily accessible to clients.

Canada Business is a model of public- and private-sector collaboration. It has partnership arrangements appropriate to each province and territory, involving all levels of government and the private sector. Partners share costs of delivering an integrated information service for business, and developing tools that encourage sound planning and business success. For a list of partners, see Appendix F.

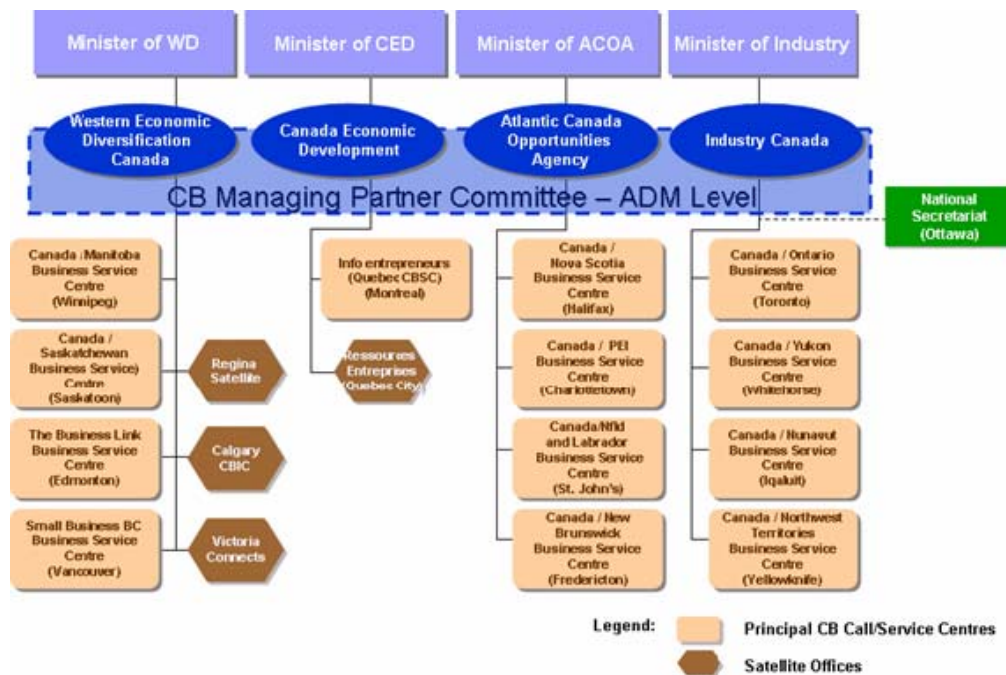
National Secretariat

Canada Business stakeholders across the country must communicate and reach consensus on the direction of the network. Coordinating their activities is a significant challenge. This is the responsibility of the National Secretariat, operating as part of Industry Canada. The Secretariat:

- develops policies, standards and practices to promote a consistent national network operation;
- supports information management of web-based applications and the Canada Business website; and
- coordinates the necessary technology support and application development services for Canada Business operations, provided by Industry Canada's Chief Information Office.

The National Secretariat also supports a structure of national committees dealing with various subjects. Serving on the committees are regional representatives from across the Canada Business network. In these open forums, participants can collaborate and share best practices on issues that affect the entire network — for example, developing core service definitions, identifying potential new services or products, and adopting national standards.

Organizational Chart



Our Clients

A Nation of SMEs

Canada is a nation of small and medium-sized enterprises.

- There are over 1 million SMEs with employees in Canada.
- Nearly 98 percent of Canadian businesses have fewer than 100 employees.
- Slightly over 2 percent have 100 to 500 employees.
- SMEs employ more than half the working population.¹

For literature and statistics on the subject of small business and entrepreneurship, visit Industry Canada's Small Business Research and Policy website (<http://strategis.ic.gc.ca/sbresearch>).

Client Profiles

Canada Business collects client profile information in officer-assisted modes of access through the Multi-Channel Service Delivery Agent (MSDA), launched in April 2005.

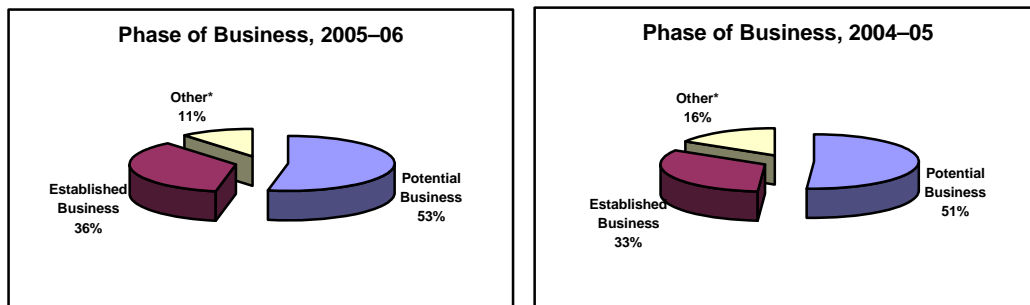
Phase of Business

Notable Trends:

- Tracking improvements made possible through introduction of the MSDA have enabled Canada Business to refine its definitions and collect more meaningful client data.

¹ Industry Canada, Small Business Research and Policy, *Key Small Business Statistics*, January 2006 (www.strategis.gc.ca/sbstatistics).

- We combined the “New” and “Established” categories to form a single “Established Business” category. This covers any business that is operational (and/or registered), regardless of how long it has been in operation.
- We created an “Other” category to track enquiries by partners, government departments, politicians, students and teachers, consultants, the general public, and Regional Access or Aboriginal Business Service Network (ABSN) sites.
- The “Potential Business” category has not changed. It covers any business that is not yet registered and/or operational, but that may be established in future. Businesses still at the conceptual stage are included in this definition.
- In contrast to previous years, the proportion of established clients showed a sizeable increase in 2005–06 — from 24 percent to 36 percent.



Canada Business has always been very effective in delivering information and services to clients in the start-up and new business phases. Now centres are beginning to focus more on existing businesses by marketing value-added services, such as seminars and mentorship/advisor programs.

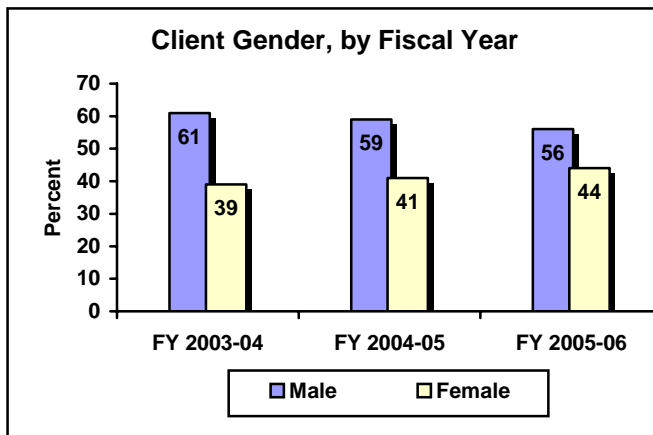
By including clients other than potential and established businesses in the client profile, Canada Business has added an important dimension to its services. Steve Reaman is a Business Development Officer with Prince Edward Island Business Development. He appreciates the help he has received from Canada Business: “I meet with a variety of business owners in various stages of growth from start-up through to expansion. To meet the needs of my clients, I have a constant requirement for accurate and timely information on a variety of business-related topics. The Canada/PEI Business Service Centre folks offer easy access to a wealth of information in the form of data, statistics, networks and contacts — often on very short notice, even late on Friday afternoons! Access to this service is an essential part of the consulting service provided by PEI Business Development Inc.”

Gender

Notable Trend:

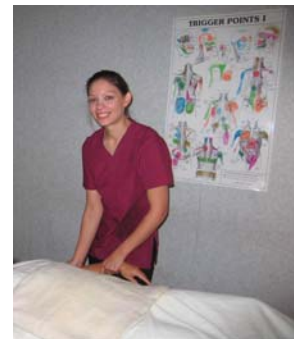
- The proportion of female Canada Business clients has increased by about 2 percent annually over the past three years. This trend is consistent with statistics that indicate a 23 percent increase in the ranks of self-employed women over the past 10 years, compared with a 20 percent growth in male self-employment.²

² *Key Small Business Statistics*, January 2006.
 Canada Business Annual Report 2005–06
 May 2007



Client Success Story: Healthy Business Practices in the North

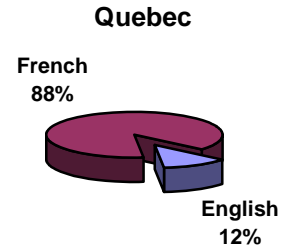
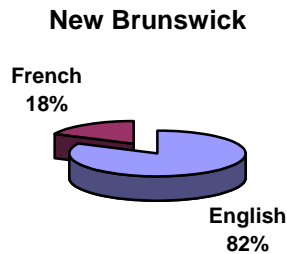
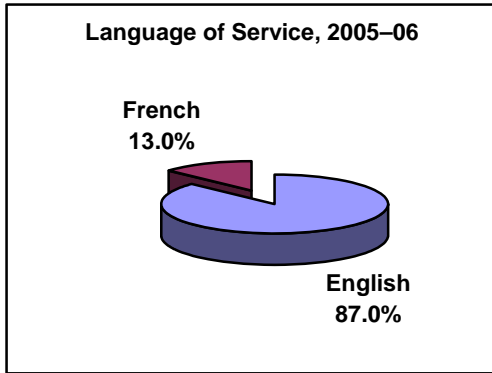
Tamarah Roberts is a young mother and registered massage therapist. With help from Canada Business NWT, she started her own business, Touch of Health. Her dream is to create health care resources and home-care treatment aids for common health conditions. Aside from meeting her family and work responsibilities, Tamarah acts as a mentor to aspiring Northern entrepreneurs. She speaks to teenage girls about self-care, the health care profession and the challenges of owning a business in the North. Tamarah says that Canada Business NWT has supported her “every step of the way.”



Language of Service

Notable Trends:

- Requests for service in French increased nationwide from 10 percent to 13 percent of total requests. The national proportion is significantly raised by the demand in Quebec and New Brunswick (see following). Demand for service in French is approximately 1 percent of the total in all other provinces and territories.
- In Quebec, requests for service in French increased from 81 percent to 87.8 percent of the total. Accounting for the change was the inclusion in the 2005–06 Quebec reports of the Québec City satellite office, with a 99.5 percent French clientele.
- New Brunswick provided service in French to 17.7 percent of its clients, a decrease of 1 percent.



How We Serve



Click

On April 27, 2005, the newly combined Canada Business and Business Gateway website (www.canadabusiness.gc.ca) was officially launched. A central site provides national information content and web-based tools. In addition, a site for each province and territory provides content customized to a specific region and audience.

Information at Your Fingertips

Canada Business boasts the most comprehensive collection of business-related government information to be found anywhere. Our Business Information System (BIS) is a powerful web-based database containing over 1,000 documents. The BIS provides a single point of contact for information on business-related programs, services and selected regulations of the Government of Canada, provinces/territories and other Canada Business partners. This reduces the complexity of dealing with various levels of government.

Drawing on information contained in the BIS, we have created a series of fact sheets, how-to guides and info-guides to address specific issues — for example,

starting a business, requirements for starting certain types of businesses, financing, exporting and e-business.

Information by Audience

Canada Business further customizes its information for audiences such as Aboriginal peoples, persons with disabilities, rural and Northern communities, women, and youth.

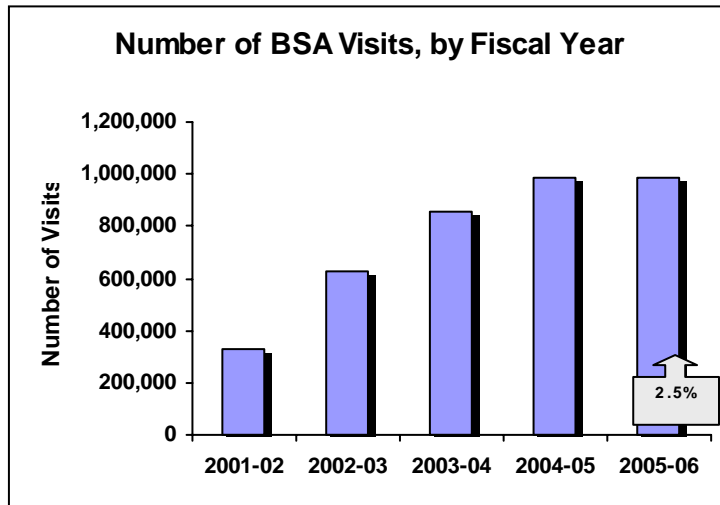
Information Toolbox

The Canada Business website features a toolbox of interactive products designed to guide new entrepreneurs:

[Business Start-Up Assistant \(BSA\)](#)

This innovative tool consolidates essential information required for the successful launch of a business. Information is organized by topic, such as market assessment, financing, taxation or writing a business plan. There are also links to federal and provincial documents and forms.

The BSA has been a tremendously popular tool, logging close to a million visits in 2005–06 — an increase of 2.5 percent over 2004–05. The growth was slower than in previous years but this may be due to mid-year changes in the WebTrends reporting software. The next fiscal year will give a better indication of actual trends.



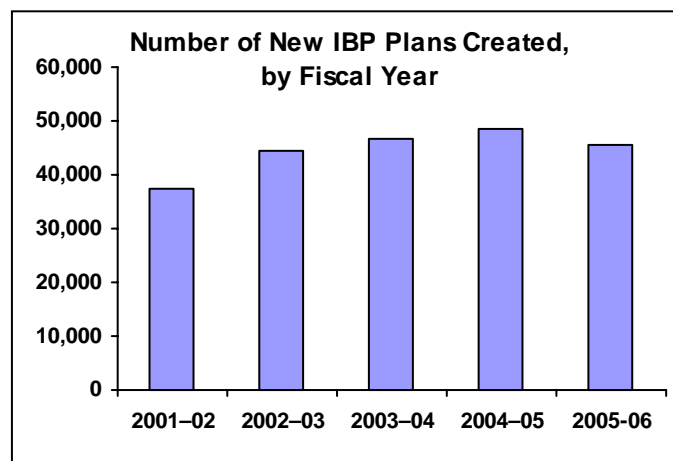
[Online Small Business Workshop](#)

This web-based workshop takes clients right through all the steps from the initial idea for a business to planning, marketing, financing, regulations and even the basics of e-business.

[Interactive Business Planner \(IBP\)](#)

Canada Business updated its online business planning software this year to conform to federal Common Look and Feel standards. The technology has not changed, but the steps have been streamlined to make the IBP more functional and user-friendly. A text counter now warns users when they have entered close to the maximum amount of data allowed; this reduces the danger of losing data.

- Visitors created a total of 45,673 plans on the IBP in 2005–06, a decrease of 6 percent from the previous year. Analysis of data from 2006–07 will determine whether this is an anomaly or a trend.



- Since the launch of the IBP in 1999–2000, a total of 275,517 business plans have been created using this online tool. Many have been proven the springboard to success.

Gail Crocker used her plan developed with the IBP to access funding and open the **Harding House Bed & Breakfast** in her heritage home in Greenspond, Newfoundland. She writes, "The Canada/Newfoundland Business Service Centre and the Interactive Business Planner provided me with invaluable help in starting my business. The staff in the office helped to make an overwhelming task less stressful and I am very grateful that this resource is available to new business owners like me. This was the beginning of the realization of my dream of owning and operating a bed and breakfast. Many thanks to the Canada/Newfoundland Business Centre for their help and support."



Continuous Improvement Through User-Centred Design

A Content Management System is the key to the Canada Business website's success in delivering current products and implementing new initiatives. A user-centred design process maintains the site's high standards. The National Secretariat has assembled a multidisciplinary web design team, which works in partnership with intended users. The team seeks to develop an understanding of user goals and tasks, identifies strategies and tools for performing these tasks, solicits feedback, and designs solutions supported by the input received. This is an ongoing process of evolving design, based on the analysis of user experiences.

Call

The telephone continues to be the channel of choice for accessing Canada Business. It is used by over half of our clients seeking personal assistance.

Each province/territory offers a toll-free telephone inquiry service. Calls are answered by knowledgeable business information officers, who can speak with callers in either official language.

Callers can also phone a national toll-free number. The system automatically directs each call to the Canada Business service centre in the province or territory from which the call originates. The same routing is provided for calls to a national toll-free Aboriginal Business Service Network line.

A national text telephone (TTY) service is available for hearing- or speech-impaired entrepreneurs.

Canada Business also provides a toll-free [Export Information Service](#) line on behalf of Team Canada Inc.

Calls on the Canada Business toll-free line increased by 53.1 percent from 2004–05. Although initially used for special projects only, the line is now marketed as the Canada Business national line and the number is prominently displayed on the website. A web search shows that 706 websites refer to the Canada Business toll-free national number.

Visit

Canada Business offers walk-in service through a national partnership of 13 Canada Business service centres and an extended network of 456 Regional Access and ABSN partners.



The Canada Business service centres offer extensive collections of business-related publications, directories and other leading-edge business products. Clients can use computer workstations to access the Internet and other external databases. Knowledgeable business information officers in each centre draw on their skills and expertise to help clients interpret these materials.

The National Secretariat researches and acquires resources for the local information collections. In 2005–06, the Canada Business service centre libraries added two new resources:

- a bundle of databases containing statistical and business data accessible through a single search
- a collection containing hundreds of sample business plans that can be searched electronically

To respond quickly and accurately to network requests, an Information Resource Centre opened in Ottawa on November 4, 2005. National Secretariat employees can now provide immediate access to reference material and share information resources.



While all centres maintain a core collection of information products and services, each has customized its delivery to meet clients' unique needs. Special services include seminars, business counselling, advisory services and other customized initiatives.

- Seminars and training were delivered in Alberta using video conferencing technology. The groundwork was laid for the Canada/Manitoba Business Service Centre to become the central hub in Manitoba for a new video conferencing network in 2006–07. Saskatchewan plans to become part of this pan-Western network, improving access in rural and remote regions.
- The Entrepreneurs with Disabilities Network is a Nova Scotia–based organization that promotes and facilitates entrepreneurship among persons with disabilities.

- The Canada/Nova Scotia Business Service Centre hosts the Black Business Initiative, a province-wide business development initiative committed to fostering the growth of businesses owned by members of the Nova Scotia black community.
- Alberta, Saskatchewan, Manitoba, Prince Edward Island, and Newfoundland and Labrador all have Guest Advisor programs. These put clients in touch with lawyers, accountants and business consultants. Volunteering their time, the advisors explain how a professional can help the clients develop their business.
- Many centres have on-site Student Connections personnel, who offer special training to clients on information technologies and e-business issues.

Client Success Story: Success Is Doing What You Love

Suchot Sunday moved from Toronto to Winnipeg with the goal of turning her lifelong passion for baking into a viable business. With the help of the Canada/Manitoba Business Service Centre (C/MBSC), **Suchot's Kitchen** entered the market as a healthy alternative to the usual catered fare. It uses organic products wherever feasible and supplies trans fat-free baked goods to a number of Winnipeg cafés. Sunday had a biology degree and very little sales experience when she opened Suchot's Kitchen, so she found the C/MBSC's three-day business start-up program to be invaluable. "Learning the best way of selling was crucial," she says, "including learning to take rejection." Working with a C/MBSC business advisor, Sunday was able to improve her business plan, refining her product and pricing strategy for the Winnipeg market. The business is growing gradually and Sunday plans to open a retail outlet soon. "Suchot's Kitchen is like the stock market," she laughs: "Little dips along the way, but overall trending upward."

Fine-Tuning Our Services

Reducing Paperwork and Red Tape

Paperwork and red tape are perennial sources of frustration for business owners. The Government of Canada is trying to ease the regulatory burden for small businesses and make government services more client-focused. This is the rationale behind BizPaL (www.bizpal.ca). An easy and convenient online service, BizPaL provides Canadian businesses with one-stop access to permit and licence information for all levels of government.



BizPaL was originally developed within the Government On-Line initiative. In 2005 its secretariat at Industry Canada became part of Canada Business. This will allow the two services to take better advantage of synergies as BizPaL expands its coverage across Canada.

Extending Services to Exporters

Most Canadian businesses that trade are small. Companies employing up to 100 workers make up 85 percent of Canadian exporters; firms with fewer than

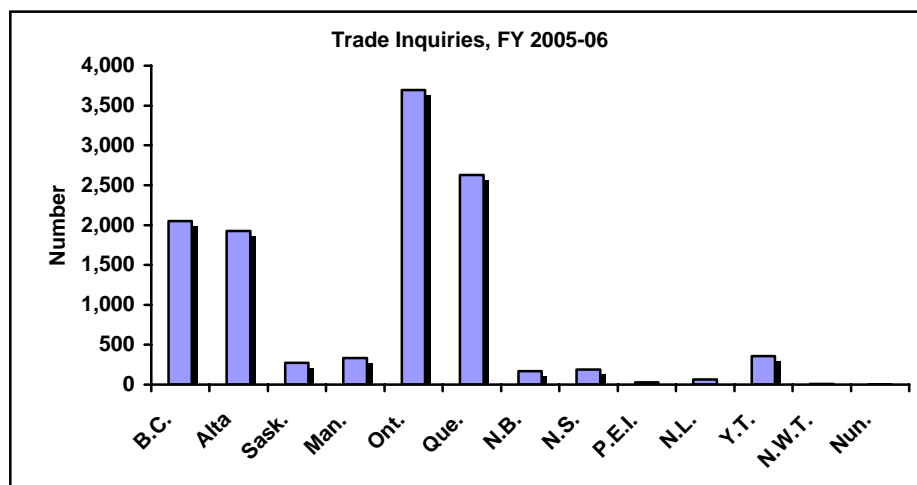
50 employees make up 72 percent and are responsible for close to a quarter of the total value of exports.³

However, a report by TD Economics identifies a number of obstacles to trade. It states, "Above all, SMEs need to overcome a dearth of information or expertise and a perceived lack of financing."⁴ Clearly there is a role for Canada Business in overcoming these obstacles.

Since 1997, Canada Business has offered a toll-free telephone service 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. Canada Business also responds to export questions received via email from ExportSource (www.exportsource.ca), the Team Canada Inc website.

Notable Trends:

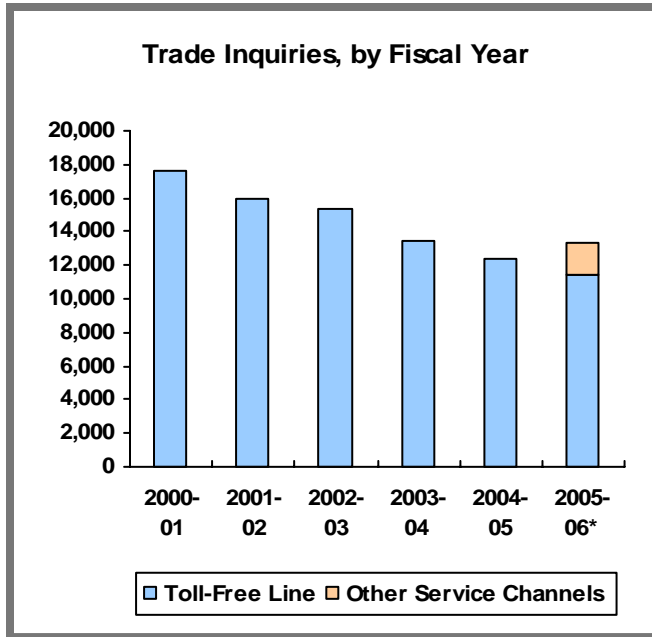
- Canada Business received a total of 13,324 trade inquiries through all service channels in 2005–06.
- The Ontario and Quebec offices received the most trade calls, followed by the British Columbia and Alberta offices.



³ Canadian Federation of Independent Business, "Small Business Profile: An Overview of Canada's Small and Mid-Sized Business Sector," December 2005 (<http://www.cfib.ca/research/reports/rr3011.pdf>).

⁴ TD Economics Special Report, "Small Business Prospects Remain Positive," October 11, 2006 (http://www.tdcanadatrust.com/smallbusiness/pdf/economics_oct11.pdf).

- Canada Business employees have fielded 130,872 trade inquiries since 1997.
- Since 2000–01, Team Canada Inc telephone statistics have been consistently declining; however, with the new Multi-Channel Service Delivery Agent's ability to collect and report on trade data from all service channels, some interesting numbers are beginning to emerge. When service through other channels is included, total trade inquiries showed an increase from 12,385 in 2004–05 to 13,324 in 2005–06.



Telephone Calls	DFAIT		All Trade
	TCI Line	Transfers	
<i>Jul 97/Mar 98</i>	3,634	<i>As of Jul/98</i>	3,634
1998/99	13,138	4,526	17,664
1999/00	17,830	3,677	21,507
2000-01	15,061	2,609	17,670
2001/02	13,469	2,463	15,932
2002/03	13,013	2,340	15,353
2003/04	11,165	2,238	13,403
2004/05	10,581	1,804	12,385
2005/06	9,779	1,592	11,371
Other Service Channels			1,953
Total	107,670	21,249	130,872

MSDA statistics also show that the centres in British Columbia, Alberta and Yukon have been very successful at attracting clients through service channels other than the telephone. Following are examples of innovative methods used to attract exporters and potential exporters:

- In response to increased demands by export clients, Small Business BC began to offer one-on-one export coaching to new and potential exporters.
- The Business Link offers specialized export/import services through its Export Link, including information, contacts, training, web pages and resources; the aim is to help new and potential exporters reach out to global markets. In May 2005, Export Link organized Alberta's first export conference in over a decade. "Beyond Borders . . . Your Passport to Exporting" attracted an audience of 100 service providers, new exporters and existing exporters looking to diversify markets. Conference content included exporting basics, key issues facing exporters in today's international marketplace, and opportunities to network and make contacts with export service providers.
- The Canada-Yukon Business Service Centre finds that clients continue to stay in contact as their business evolves and they begin to consider export markets. "We are pretty much 'word of mouth' in the Yukon and we have attracted further clients from across Canada and around the world," explains Business Information Officer Jerry Jones-Soltani.

To ensure that clients have the latest in export information, advice and referrals, many Canada Business service centres have encouraged their staff to complete the skills courses offered by the Forum for International Trade Training. The internationally recognized Forum is the only organization in Canada to confer a professional designation in international trade.

Canada/Newfoundland and Labrador Business Service Network (C/NLBSN) staff Darlene Benmore, Jim Bradley and Susan Rowe each receive the Certified International Trade Professional designation after completing four of the FITT skills courses. *From left, back:* Jim Bradley (C/NLBSN), Darcy Ferron (FITT); *front:* Karen Skinner (ACOA), Susan Rowe, Darlene Benmore (C/NLBSN)



The demand for export information is sure to remain strong in coming years. Canada Business is positioning itself to meet this crucial need.

Client Success Story: Artistic Entrepreneur Finds Export Markets

Michèle Mitchell is the owner of ***Mitchell Sculptures*** in Edmonton. Always attracted to art, Mitchell was accepted to the École des Beaux Arts in Montréal, and worked as a fashion designer before becoming a full-time sculptor and entrepreneur. She credits The Business Link for helping her small business grow and succeed. Through its Export Link, Mitchell was able to access information and contacts that have helped her exhibit and sell her sculptures in the United States. Mitchell continues to turn to the Centre for help as her business grows.

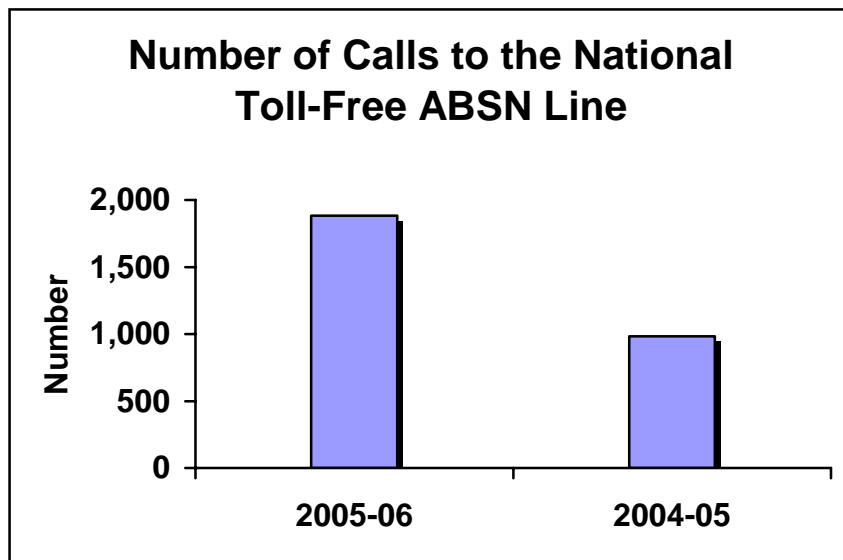
Responding to the Unique Needs of Aboriginal Entrepreneurs

Building on the structure of existing Canada Business service centres, the Aboriginal Business Service Network is part of the Regional Access initiative. It links 130 business service providers across the country, all offering free-of-charge access to government information on business programs, services and regulations of specific concern to Aboriginal clients.

Canada Business supports an ABSN toll-free telephone line and an ABSN website (www.cbasc.org/absn). Traffic on both increased significantly during 2005–06.

Notable Trends:

- Calls to the ABSN toll-free line increased by 91.5 percent. Although all centres showed increases in calls to the national line, the trend was strongest in Western centres.
- Total ABSN web visits numbered 867,692 in 2005–06. (Figures for the previous fiscal year are not available.)



Much of the information made available to Aboriginal clients is the same as that for entrepreneurs and businesses in general. But Canada Business service centres across the country have also developed programs to address the unique needs of Aboriginal clients:

- In Newfoundland, ABSN coordinators from remote communities meet annually to help address the need for economic development resources that will build capacity in their communities.
- Recognizing that its partners must have technology access and proficiency, the Saskatchewan ABSN team has developed a unique model in collaboration with the Community Access Program (CAP) and Community Learning Networks (CLN). Through CAP, student interns have been placed in ABSN partner locations to teach and champion the use of technology as a way of bridging the information and training gap. Through CLN, two learning centres established in ABSN partner offices offer timely access to information on labour force skills in rural Saskatchewan. These initiatives are designed to improve community capacity and labour force skills. They will help to create a supportive community environment where Aboriginal entrepreneurs can grow and prosper.
- Three youth interns from Ocean Man First Nation spend a day with Dwayne Yacishyn (*second from right*), of the Marieval Enterprise Center Inc., learning how to set up a wireless LAN. Together, the four young people wired the entire band office at Ocean Man, providing high-speed access for the first time. Now the community is ready to embark on social and economic development activities.
- In August 2005, The Business Link's Alberta Aboriginal Business Service Network brought together successful Aboriginal business owners from across the province for a one-day "Sharing Circle," where participants spoke about their experiences of starting and growing their businesses. A number of these entrepreneurs agreed to speak as well at larger networking sessions held in



Peace River, Lac La Biche, Calgary and Edmonton from November 2005 to February 2006.

- Small Business BC and the Aboriginal Business Service Network are partners in First Business (www.firstbusiness.ca), a website that provides a wide range of information and links to other resources specifically for Aboriginal business owners.

Anticipating the Impact of Immigrant Entrepreneurs

Currently, close to 18 percent of self-employed persons in Canada are immigrants and the proportion is expected to rise.⁵ In response, Canada Business has developed a number of programs:

- The Canada/Nova Scotia Business Service Centre partnered with the Metropolitan Immigrant Settlement Association to prepare *Connections: An immigrant's guide to starting a business in Nova Scotia* (<http://www.cbosc.org/ns/images/connections.pdf>). Published in November 2006, the guide serves as a start-up manual for business immigrants to Nova Scotia.
- In partnership with the Nominee Welcoming Centre, weekly information sessions were held at the Canada/Nova Scotia Business Service Centre for immigrant entrepreneurs participating in the Nova Scotia Nominee Program.
- Working with the Board of Trade of Metropolitan Montreal, Info entrepreneurs is participating in a program for potential immigrant entrepreneurs. Information officers work with candidates to assess their needs, and provide information on resources available and the requirements of doing business in Quebec. Info entrepreneurs has proven to be a valuable resource for potential immigrant entrepreneurs, helping them to make informed business and investment decisions.
- In partnership with the Success Skills Centre, the Canada/Manitoba Business Service Centre launched the Immigrant Toolbox website (www.immigranttoolbox.ca). This features links to resources in Manitoba for immigrant entrepreneurs interested in settling in the province.

Client Success Story: Chocolates by Design

After moving to Nova Scotia from Jordan, Omar Khartabil and his wife Lama Haj-Issa decided to sell chocolates imported from the Middle East.



Today, **K & I Chocolates by Design** specializes in importing individually wrapped gourmet chocolates, artistically adapting arrangements to meet each customer's request. During their market research process, the couple visited the Canada/Nova Scotia Business Service Centre; there they found business contacts and resources that enabled them to move forward with their business plan.

⁵ CIBC World Markets, "Small Business in Canada: Trends and Prospects," September 11, 2006, p. 14 (http://research.cibcwm.com/economic_public/download/09112006_sbtt.pdf).

Expanding Market Reach

Content Syndication

To extend market reach and improve small businesses' access to information, in 2005–06, Canada Business initiated plans for introducing content syndication. With syndication, Canada Business network content can be inserted directly into the websites of intermediaries. The result is that business clients will receive a consistent and seamless flow of information and services, without having to visit different websites.

The Canada Business network has long used intermediaries or trusted third parties to help deliver its services. Syndication builds on this approach. Intermediaries will be able to assemble information and services from many sources to meet the exact needs of their client base, customizing their web sites accordingly. Business clients can then continue to use the website of their preferred intermediary or go directly to the Canada Business website.

Content syndication will reinforce Canada Business marketing objectives. At the same time it will promote the development of more effective information products and tools. Because their success depends on serving their clients' needs, intermediaries will give input to the Canada Business network so that it provides current, relevant information. Content syndication offers businesses better access to essential government information, and it enables syndication partners to add value to the services they provide their clients. Further, the marketing and communications activities of syndication partners will increase awareness of Canada Business.

In 2005–06, Canada Business carried out Phase 1 of Canada's first-ever pilot project for content syndication, in partnership with the Network for Women Entrepreneurs (NWE) and the Canada-Ontario Business Service Centre. The aim was to investigate the issues and challenges of embedding content from Canada Business directly into the NWE web portal. The pilot was a success, proving that syndication is an efficient and effective method of content delivery. The lessons learned during this project will enable Canada Business to improve the content syndication process. **Regional Partnerships**



To extend services even further, each Canada Business service centre has developed a network of Regional Access Partners (<http://canadabusiness.gc.ca/gol/cbec/site.nsf/en/bg00341.html>). These offer enhanced business resources to clients outside the provincial or territorial hub office. A network of 456 provincial and municipal offices, Community Futures Development Corporations, Aboriginal organizations and business-oriented associations deliver in-person, value-added services on behalf of Canada Business to smaller regions and communities across Canada.

Regional Access Partners work with Canada Business to serve their clients in many ways:

- Dealing with the challenges of remote communities, a travelling library program was implemented in partnership with regional intermediaries at the Canada-Yukon Business Service Centre.
- Both New Brunswick and Nova Scotia have produced brochures with maps to promote their Community Business Resource Network partners.
- The Business Link championed the development of a unique Internet-based

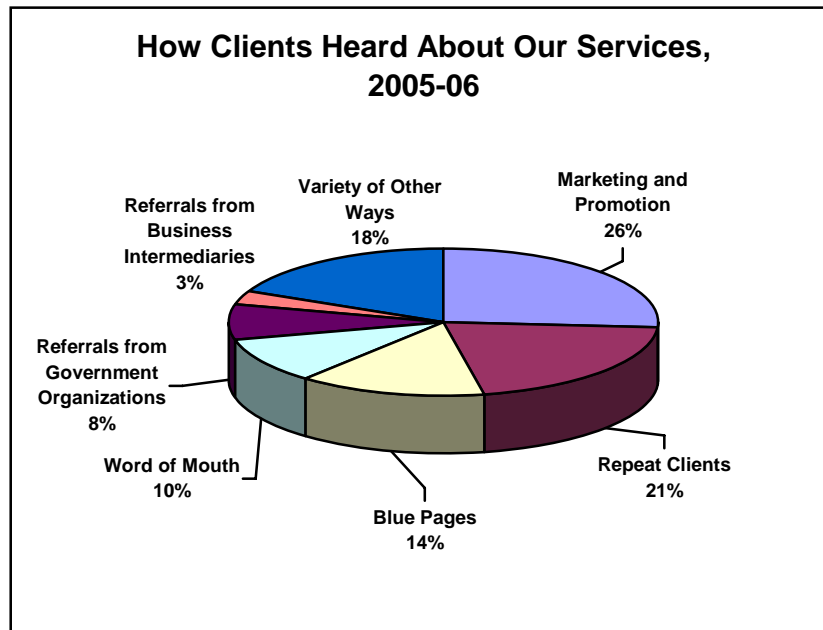


video conferencing network offering business clients better access to training and expertise across Alberta. With the support of Western Economic Diversification, The Business Link worked with the Community Futures Network of Alberta, several Community Futures offices, the Alberta Women Entrepreneurs, and the Chambre économique de l'Alberta to establish the network under the aegis of the Entrepreneurship Learning Centre. Starting as a pilot project in 2004, the network expanded to 27 points throughout the province in 2005–06. Since its creation it has served over 5,200 participants in various video conferencing events. This collaborative network provided training and expertise previously unavailable in many regions.

Building Awareness

Understanding Our Clients

By gathering intelligence on clients' experience, Canada Business can achieve ongoing improvements. To target promotional messages effectively, it is necessary to understand how clients currently learn about the services of Canada Business. Potential businesses are the largest client group and also the least clearly defined — a particular challenge for Canada Business. Clients on the phone and in person are therefore routinely asked how they heard about Canada Business.



Notable Trends:

- Marketing and promotional activities are clearly effective. They include speaking engagements, trade shows, mail-outs and public service announcements, as well as the Canada Business websites. Paid advertising is not included in this category. However, Blue Pages advertising is significant in its own right: 14 percent of clients mentioned that this was the way they heard about Canada Business.
- The high number of repeat clients reflects the fact that the start-up process is generally not a single interaction. Once clients discover Canada Business, the relationship continues.
- Web statistics show that search engines play a significant role in directing visitors to Canada Business websites, accounting for 46 percent of traffic. Proper search engine registration and updating is therefore particularly important.

Outreach and Promotion

At a regional level, Canada Business service centres participate in a variety of outreach and business support activities designed to increase awareness of Canada Business and its services. Events such as trade shows, seminars and advisory programs, tours, lunchtime information sessions and e-newsletters have become part of normal operating procedures for centres across the country. The following are among the more innovative activities in 2005–06:

- Working with the Baffin Regional Chamber of Commerce, the Canada-Nunavut Business Service Centre shared air charter costs with other organizations participating in trade, service and career fairs associated with Community Economic Development Week in Sanikiluaq and Pond Inlet. The fairs proved to be excellent vehicles for exposing the Canada-Nunavut Business Service Centre to isolated communities and providing first-hand service information to potential entrepreneurs in the Baffin Region. (Canada-Nunavut Business Service Centre Manager David Sudlovenick takes to the air



to bring business information to remote communities.)

- An E-Scavenger Hunt was featured on a website promoting a Business Information Expo as part of Small Business Week in Newfoundland. Questions were designed to direct participants to the Canada Business website.
- To help entrepreneurs make more informed decisions about adapting to new technology, the Alberta E-Future Centre was created as a service initiative of The Business Link. The E-Business Alberta blog was introduced in 2005 with the aim of providing a more detailed cross-section of the many e-business topics discussed on the [Alberta E-Future](#) website.
- Small Business BC held its third annual Business Plan Contest, on the theme of social responsibility. The contest attracted 80 entries. The winner, **Fairware Promotional Products**, provides ethically sourced and environmentally responsible corporate gifts and promotional products for socially conscious organizations.
- Fairware co-founders (*from left*) Sarah White, Andrea Harris and Denise Taschereau built their business on a solid plan.



Measuring Outcomes

Development of the Multi-Channel Service Delivery Agent opened the way for a comprehensive client service system, along with enhanced data collection capabilities. The MSDA is a web-based application that allows Canada Business information officers to enter and capture data in one system, regardless of the channel used to serve clients. Officers can search, view, print, save, email, fax and mail information from Canada Business databases. The MSDA also features an automated reporting module for statistics on Canada Business clients, usage of Canada Business services and information, and distribution of usage across the country.

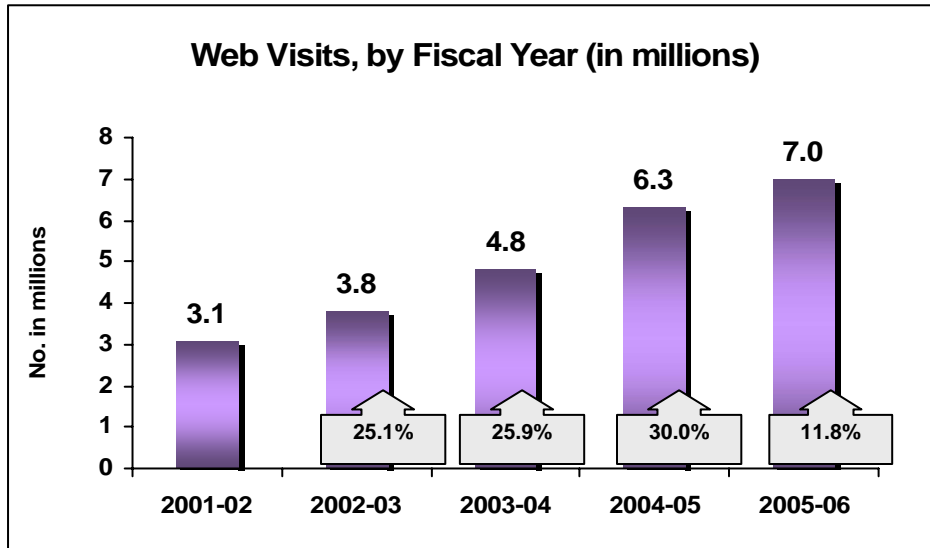
Since April 2005, data on client interactions have been captured in MSDA–Phase 1. For the present only basic reports can be extracted, but options are being explored for more detailed and multi-dimensional reporting. Once the advanced reporting capabilities have been developed, it will be possible to manipulate data from the entire current fiscal year. Statistics from 2005–06 will therefore not be considered to be baseline data at this time, for use in evaluating future trends. However, the groundwork has been laid for a sophisticated level of data analysis following completion of MSDA–Phase 2.

In the area of self-service, web statistics are gathered using the software reporting package WebTrends.

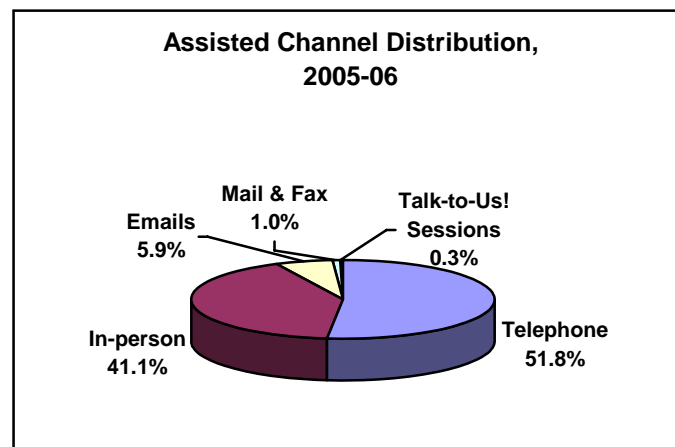
Notable Trends:

- A total of 7,256,657 clients were served by the Canada Business network in both officer-assisted and self-service channels in 2005–06, an increase of 10.8 percent from the previous fiscal year.

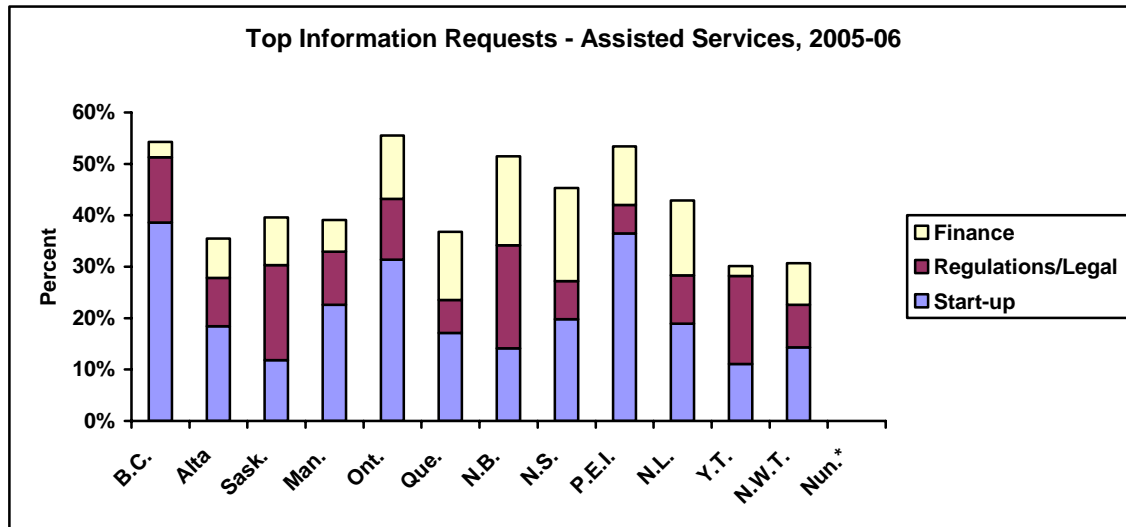
- Although assisted services have shown a decrease of 12 percent, web traffic has shown a corresponding increase of 11.8 percent. The figures are indicative of a consistent trend toward self-service on the Internet.



- While web traffic did show an increase in 2005–06, the growth slowed from the previous average increase of 25 percent per year. The reasons include data lost while combining the Canada Business and Business Gateway websites, as well as a WebTrends server crash in fall 2005. The next fiscal year should give a better indication of actual trends.



- A total of 235,280 clients requested assisted service in 2005–06, with telephone being the channel of choice.
- Demand for “Talk to Us!” sessions continued to decline and the service was discontinued.



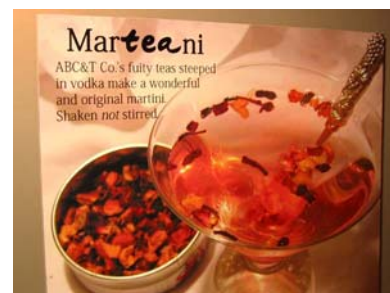
* The centre in Nunavut does not have access to the MSDA and therefore does not track this information.

- Almost half our clientele (45.1 percent) are seeking start-up, regulatory or financial information. Because the type of information request is a new required field in the MSDA, we do not have comparative data from previous years. However, the trend is consistent across the country, and the finding therefore appears to be significant.

Statistics are an important measure of outcomes, but the personal stories of our clients help to paint the full picture of the impact of Canada Business information and services.

- ***Info entrepreneurs, Quebec: His Cup of Tea***

Brian van Frank is the owner of **ABC & T**, a business that distributes tea products to high-end gourmet shops. He says that Info entrepreneurs helped to get his business off the ground: "Your staff provided me with invaluable information on my market segment, information that would have been unaffordable if I were to have done my own market research. The staff that I had spoken to and received email from provided me with exactly the information that I needed. They were extremely professional and quick to get back to me. In all it was truly a very positive experience."



- **Canada/New Brunswick Business Service Centre: Commercializing Innovation**

Grondin Ventilation Inc. in northwestern New Brunswick designs, manufactures and installs customized ventilation solutions. When standard equipment no longer met the company's requirements, owners Jeammy and Bruno Grondin decided to design and build their own. The result, says Jeammy, is a Computerized Numerical Control plasma cutting table better than anything on the market. With market research assistance from the Canada/New Brunswick Business Service Centre, the two innovators and entrepreneurs were able to prepare their product for commercialization. They note, "We're also using the market research as part of our business case to attract investors. It's been a big help to us along the way."



- **Canada/Nova Scotia Business Service Centre: Making Music With Maria**

Maria Alley of Halifax decided to create an educational music program for young children, called **Do Re Me and Maria**. She turned to the Canada/Nova Scotia Business Service Centre and was not disappointed with the results: "When I was beginning my business as a sole proprietor a couple of years ago, I was informed that their staff could aid me in the writing of a comprehensive business plan as well as directing me toward business financing. Now that my product has been developed, I decided to utilize these services further for information on copyright laws for intellectual property. I found the staff to be knowledgeable on the subject and their delivery of this essential information was both professional and informative."

Audits, Evaluations and Client Research

Since client satisfaction is one of the key measures of Canada Business success, client research is carried out on an ongoing basis. Although a full network evaluation was not performed in 2005–06, preparations are underway for 2006–07.

Following are examples of client research carried out by individual centres in 2005–06.

- **Ontario:** Internet services continue to evolve but Canadians still overwhelmingly use the telephone as their main source of interaction with government. The Canada-Ontario Business Service Centre participated in research sponsored by the Institute for Citizen-Centred Service, on the topic of telephone interaction between government and clients. The Centre helped to generate recommendations for promoting excellence in telephone service by the Government of Canada.
- **Quebec:** Info entrepreneurs conducts visitor surveys four times annually, in April, July, October and February. Each visitor using library or advisory services is asked to respond to questions intended to assess such matters as

clarity and completeness of staff's response, accuracy, speed and courtesy. Overall client satisfaction ratings consistently average about 94 percent.

- **Alberta:** The Business Link continues to use the Speech Automated Survey System (SASS) as a tool for measuring client satisfaction. SASS enables clients to provide feedback immediately after interacting with a business officer. Telephone calls are transferred to the voice-automated system, while walk-in clients use a computer linking to the web-based survey. The Business Link sets three survey periods a year. Client satisfaction ratings have averaged 94 percent.
- **British Columbia:** Small Business BC has been preparing a Regional Economic Vitality Plan to guide its regional initiatives and partnership programs. Part of the process has been a survey of existing and potential clients to learn about their needs and interest in various services. The results show a high level of satisfaction with existing services for start-up businesses. The survey has led to recommendations for the development of value-added services and partnerships.
- **Ontario:** In 2005–06, Canada-Ontario Business Service Centre employees received Level Two certification under the National Quality Institute's Progressive Excellence Program. The program helps public-sector organizations to develop a target-driven approach to improvement.



Budget Overview

Budget will reflect funding by partner (\$15 million).

Partner	2005–06 000s	2006–07 000s
Atlantic Canada Opportunities Agency	2,642	2,642
Western Economic Diversification Canada	3,977	3,977
Canada Economic Development for Quebec Regions	1,878	1,878
Industry Canada — Canada Business Service Centres	2,856	2,856
Industry Canada — Canada Business Secretariat	3,647	3,647
Total	15,000	15,000

Appendices

A Atlantic Canada Opportunities Agency

ACOA – Appendix A

Part 1 – Client Volumes

Table 1: Client Volumes

Officer-Assisted Interactions	2004–05	%	2005–06	%	Difference	% Change
Telephone calls	19,160	60.1%	15,436	65.4%	-3,724	-19.4%
Walk-ins	9,174	28.8%	4,967	21.1%	-4,207	-45.9%
Emails	2,336	7.3%	2,290	9.7%	-46	-2.0%
Mail & fax	1,070	3.4%	790	3.3%	-280	-26.2%
"Talk to Us!" sessions	116	0.4%	111	0.5%	-5	-4.3%
Sub-total Officer-assisted	31,856	100.0%	23,594	100.0%	-8,262	-25.9%
Self-Serve Interactions	2004–05	%	2005–06	%	Difference	% Change
Web site visits	881,261	100.0%	1,312,836	100.0%	431,575	49.0%
Sub-total Self-serve	881,261	100.0%	1,312,836	100.0%	431,575	49.0%
Total Interactions	913,117		1,336,430		423,313	46.4%

The Interactive Voice Response System statistics have been eliminated from this table. We are no longer reporting on this channel because only four centres still use it.

Part 2 – Other Indicators

Table 2: Client Gender

	2004–05 (%)	2005–06 (%)
Male	51.8	50.3
Female	45.8	46.7
Unknown	2.4	3.0

Table 3: Language of Service

	2004–05 (%)	2005–06 (%)
English	94.1	93.4
French	5.9	6.6

Table 4: Business Phase

	2004–05 (%)	2005–06 (%)
Potential	53.5	56.0
Established	23.9	25.9
Other*	22.6	18.2

* We did not report the "Other" category in the 2004–05 Annual Report. We have therefore adjusted the data for comparison with 2005–06 data.

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

Established businesses are businesses that are operational (and/or registered).

Part 3 – Special Services

Table 5: Team Canada Inc Activity

	2004–05	2005–06	Difference	% Change
Telephone	692	444	-248	-35.8%
Other Channels	n/a	9	n/a	n/a

Table 6: Aboriginal Business Service Network Activity

	2004–05	2005–06	Difference	% Change
Telephone	45	99	54	120.0%

Table 7: Canada Business National Toll-Free Line Activity

	2004–05	2005–06	Difference	% Change
Telephone	404	554	150	37.1%

B Canada Economic Development for Quebec Regions

CED – Appendix B

Part 1 – Client Volumes

Table 1: Client Volumes

Officer-Assisted Interactions	2004–05	%	2005–06	%	Difference	% Change
Telephone calls	19,681	72.4%	15,832	63.9%	-3,849	-19.6%
Walk-ins	5,763	21.2%	6,058	24.5%	295	5.1%
Emails	1,439	5.3%	2,469	10.0%	1,030	71.6%
Mail & fax	148	0.5%	328	1.3%	180	121.6%
"Talk to Us!" Sessions	158	0.6%	88	0.4%	-70	-44.3%
Sub-total Officer-assisted	27,189	100.0%	24,775	100.0%	-2,414	-8.9%
Self-Serve Interactions	CED	%	%	%	Difference	% Change
Web site visits	701,785	100.0%	542,232	100.0%	-159,553	-22.7%
Sub-total Self-serve	701,785	100.0%	548,642	100.0%	-153,143	-21.8%
Total Interactions	728,974		573,417		-155,557	-21.3%

The Interactive Voice Response System statistics have been eliminated from this table. We are no longer reporting on this channel because only four centres still use it.

Part 2 – Other Indicators

Table 2: Client Gender

	2004–05 (%)	2005–06 (%)
Male	62.2	60.1
Female	36.7	38.7
Unknown	1.1	1.2

Table 3: Language of Service

	2004–05 (%)	2005–06 (%)
English	19.2	12.2
French	80.8	87.8

Table 4: Business Phase

	2004–05 (%)	2005–06 (%)
Potential	38.4	35.0
Established	42.4	45.7
Other*	19.2	19.3

* We did not report the "Other" category in the 2004–05 Annual Report. We have therefore adjusted the data for comparison with the 2005–06 data.

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

Established businesses are businesses that are operational (and/or registered).

Part 3 – Special Services

Table 5: Team Canada Inc Activity

	2004–05	2005–06	Difference	% Change
Telephone	2554	2525	-29	-1.1%
Other Channels	n/a	103	n/a	

Table 6: Aboriginal Business Service Network Activity

	2004–05	2005–06	Difference	% Change
Telephone	108	162	54	50.0%

Table 7: Canada Business National Toll-Free Line Activity

	2004–05	2005–06	Difference	% Change
Telephone	1413	2510	1097	77.6%

C Industry Canada

IC – Appendix C

Part 1 – Client Volumes

Table 1: Client Volumes

Officer-Assisted Interactions	2004–05	%	2005–06	%	Difference	% Change
Telephone Calls	38,559	87.6%	34,862	85.6%	-3,697	-9.6%
Walk-ins	772	1.8%	890	2.2%	118	15.3%
Emails	4,147	9.4%	4,244	10.4%	97	2.3%
Mail & fax	109	0.2%	304	0.7%	195	178.9%
"Talk to Us!" Sessions	438	1.0%	412	1.0%	-26	-5.9%
Sub-total Officer-assisted	44,025	100.0%	40,712	100.0%	-3,313	-7.5%
Self-Serve Interactions	2004–05	%	2005–06	%	Difference	% Change
Web site visits	1,249,090	100.0%	1,357,997	100.0%	108,907	8.7%
Sub-total Self-serve	1,249,090	100.0%	1,357,997	100.0%	108,907	8.7%
Total Interactions	1,293,115		1,398,709		105,594	8.2%

The Interactive Voice Response System statistics have been eliminated from this table. We are no longer reporting on this channel because only four centres still use it.

Table 2: Client Gender

	2004–05 (%)	2005–06 (%)
Male	54.8	52.0
Female	43.5	47.3
Unknown	1.7	0.7

Table 3: Language of Service

	2004–05 (%)	2005–06 (%)
English	98.6	98.5
French	1.4	1.5

Table 4: Business Phase

	2004–05 (%)	2005–06 (%)
Potential	55.7	60.9
Established	32.4	33.0
Other*	11.8	6.1

* We did not report the "Other" category in the 2004–05 Annual Report. We have therefore adjusted the data for comparison with the 2005–06 data.

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

Established businesses are businesses that are operational (and/or registered).

Part 3 – Special Services

Table 5: Team Canada Inc Activity

	2004–05	2005–06	Difference	% Change
Telephone	4043	3644	-399	-9.9%
Other Channels	n/a	418	n/a	

Table 6: Aboriginal Business Service Network Activity

	2004–05	2005–06	Difference	% Change
Telephone	478	571	93	19.5%

Table 7: Canada Business National Toll-Free Line Activity

	2004–05	2005–06	Difference	% Change
Telephone	3334	4826	1492	44.8%

D Western Economic Diversification Canada

WD – Appendix D

Part 1 – Client Volumes

Table 1: Client Volumes

Officer-Assisted Interactions	2004–05	%	2005–06	%	Difference	% Change
Telephone calls	65,621	40.0%	55,742	38.1%	-9,879	-15.1%
Walk-ins ¹	91,287	55.6%	84,767	58.0%	-6,520	-7.1%
Emails	6,413	3.9%	4,787	3.3%	-1,626	-25.4%
Mail & fax	700	0.4%	844	0.6%	144	20.6%
"Talk to Us!" Sessions	139	0.1%	59	0.0%	-80	-57.6%
Sub-total Officer-assisted	164,160	100.0%	146,199	100.0%	-17,961	-10.9%
Self-Serve Interactions	2004–05	%	2005–06	%	Difference	% Change
Web site visits ²	3,193,358	100.0%	3,448,180	100.0%	254,822	8.0%
Sub-total Self-serve	3,193,358	100.0%	3,448,180	100.0%	254,822	8.0%
Total Interactions	3,357,518	2	3,594,379	2	236,861	7.1%

1. **Walk-ins:** WD – Unlike other CBSCs, the BC centre has several high-volume co-located services, such as the provincial business registration and name search services. In-person volume includes traffic to these complementary services, as well as to core CBSC services.

2. **Web visits:** The website for the BC centre is not on the Industry Canada server. Data for this website come directly from the centre, which uses three different metric tools for the reports. The use of different tools and different profiles results in some double counting.

The Interactive Voice Response System statistics have been eliminated from this table. We are no longer reporting on this channel because only four centres still use it.

Table 2: Client Gender

	2004–05 (%)	2005–06 (%)
Male	60.9	56.5
Female	38.9	42.1
Unknown	0.2	1.4

Table 3: Language of Service

	2004–05 (%)	2005–06 (%)
English	99.4	99.0
French	0.6	1.0

Table 4: Business Phase

	2004–05 (%)	2005–06 (%)
Potential	51.8	51.6
Established	32.5	39.5
Other*	15.7	8.9

* We did not report the "Other" category in the 2004–05 Annual Report. We have therefore adjusted the data for comparison with the 2005–06 data.

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

Established businesses are businesses that are operational (and/or registered).

Part 3 – Special Services

Table 5: Team Canada Inc Activity

	2004–05	2005–06	Difference	% Change
Telephone	3292	3158	-134	-4.1%
Other Channels	n/a	1423	n/a	

Table 6: Aboriginal Business Service Network Activity

	2004–05	2005–06	Difference	% Change
Telephone	352	1050	698	198.3%

Table 7: Canada Business National Toll-Free Line Activity

	2004–05	2005–06	Difference	% Change
Telephone	1825	2793	968	53.0%

E National Service Standards

Canada Business constantly 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 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 governments' business-related products, programs, services and regulations. This information is accurate, helpful, relevant and timely.
- We respond to most inquiries within one business day of receiving a request in person or by telephone, fax, mail or Internet. We respond through your preferred method of communication.
- If we are unable to find an answer within one business day, we will give you an estimate of the time required to answer your inquiry.
- If you must be referred, we will give you the telephone number of the contact who will best assist you. We encourage you to report back on unsuccessful referrals.
- Information documents: The top 50 federal documents in our business information database are updated monthly. Other 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 observed in each province). For exact service times, [contact](#) the centre in your province or territory. TTY service is available for hearing-impaired persons.
- Web site service is available 365 days a year, 24 hours a day, except during system maintenance. Broken links brought to our attention will be repaired immediately.

If for any reason you are not satisfied with Canada Business services, please let us know so that we can promptly correct the problem. We are committed to providing high-quality information to the business community.

F Canada Business Contacts, Locations and Partners

Toll-free across Canada: 1-888-576-4444

British Columbia

Small Business BC (non-profit corporation)

82 – 601 West Cordova Street

Vancouver BC V6B 1G1

Toll-free: 1-800-667-2272 (British Columbia only)

Tel.: 604-775-5525

TTY: 1-800-457-8466

Fax: 604-775-5520

Email: askus@smallbusinessbc.ca

Website: www.smallbusinessbc.ca

Website comments: askus@smallbusinessbc.ca

Funding Partners:

Western Economic Diversification Canada

Government of British Columbia, Ministry of Small Business and Revenue

Co-located Organizations:

eBusiness Connection

Women's Enterprise Centre

Regional Access Partners: 75

ABSN Partners: 1

Alberta

The Business Link Business Service Centre (non-profit private company)

Suite 100, 10237 – 104 Street NW

Edmonton AB T5J 1B1

Toll-free: 1-800-272-9675

Tel.: 780-422-7722

TTY: 1-800-457-8466

Fax: 780-422-0055

Email: buslink@cbasc.ic.gc.ca

Website: www.cbasc.org/alberta

Funding Partners:

Western Economic Diversification Canada

Government of Alberta, Ministry of Employment, Immigration and Industry (formerly Alberta Economic Development)

Co-located Organizations:

Alberta Women Entrepreneurs (Northern Alberta Office)

Satellite Office:

Calgary Business Information Centre

Regional Access Partners: 30

ABSN Partners: 30

Saskatchewan

Canada/Saskatchewan Business Service Centre — business infosource

(federal-provincial initiative)

Suite 2, 345 – 3rd Avenue South

Saskatoon SK S7K 1M6

Toll-free: 1-800-667-4374

Tel.: 306-956-2323

TTY: 1-800-457-8466

Fax: 306-956-2328

Email: saskatchewan@cbsc.ic.gc.ca

Website: www.cbsc.org/sask

Funding Partners:

Western Economic Diversification Canada

Government of Saskatchewan, Department of Regional and Co-operative Economic Development

Co-located Partners:

Saskatchewan Regional Economic and Co-operative Development

Co-located or Occupying Adjoining Space:

Saskatoon Regional Economic Development Authority

Saskatoon Chamber of Commerce

Satellite Office:

Centre for Business Development, Regina

Regional Access Partners: 16

ABSN Partners: 32

Manitoba

Canada/Manitoba Business Service Centre

(federal-provincial initiative)

250 – 240 Graham Avenue

P.O. Box 2609

Winnipeg MB R3C 4B3

Toll-free: 1-800-665-2019

Tel.: 204-984-2272

TTY: 1-800-457-8466

Fax: 204-983-3852

Email: manitoba@cbsc.ic.gc.ca

Website: www.cbsc.org/manitoba

Funding Partners:

Western Economic Diversification Canada

Government of Manitoba, Department of Competitiveness, Training and Trade

Co-located Partners:

Western Economic Diversification Canada

Small Business Development Branch, Manitoba Competitiveness, Training and Trade

Regional Access Partners: 32

ABSN Partners: 12

Ontario

Canada-Ontario Business Service Centre

(federal-provincial initiative)

151 Yonge Street, 3rd Floor

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Toronto ON M5C 2W7
Toll-free: 1-800-567-2345
Tel.: 416-775-3456
TTY: 1-800-457-8466
Fax: 416-954-8597
Email: ontario@cbsc.ic.gc.ca
Website: www.cbsc.org/ontario

Funding Partners:

Industry Canada
Government of Ontario, Ministry of Government Services

Co-located Partners:

Industry Canada

Other Co-located Organizations:

Network for Women Entrepreneurs

Regional Access Partners: 97

ABSN Partners: 13

Quebec

Info entrepreneurs

(not-for-profit corporation)
380 Saint-Antoine Street West, Suite 6000
Montréal QC H2Y 3X7
Toll-free: 1-800-322-4636
Tel.: 514-496-4636
TTY: 1-800-457-8466
Toll-free fax: 1-888-417-0442
Fax: 514-496-5934
Email: infoentrepreneurs@cbsc.ic.gc.ca
Website: www.infoentrepreneurs.org

Funding Partner:

Canada Economic Development for Quebec Regions

Co-located Organizations:

Board of Trade of Metropolitan Montreal

Satellite Office:

Ressources Entreprises, Québec City

Regional Access Partners: 2

ABSN Partners: 0

Nova Scotia

Canada/Nova Scotia Business Service Centre

(federal-provincial initiative)
1575 Brunswick Street
Halifax NS B3J 2G1
Toll-free: 1-800-668-1010 (Atlantic region only)
Tel.: 902-426-8604
TTY: 1-800-457-8466
Fax: 902-426-6530
Email: halifax@cbsc.ic.gc.ca
Website: www.cbsc.org/ns

Funding Partners:

Atlantic Canada Opportunities Agency

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Government of Nova Scotia, Office of Economic Development

Co-located Organizations:

Black Business Initiative

Canadian Intellectual Property Office

Entrepreneurs with Disabilities Network

Nova Scotia Association of Regional Development Authorities

Student Connections

Regional Access Partners: 12

ABSN Partners: 15

New Brunswick

Canada/New Brunswick Business Service Centre

(federal initiative)

570 Queen Street

Fredericton NB E3B 6Z6

Toll-free: 1-800-668-1010 (Atlantic region only)

Tel.: 506-444-6140

TTY: 1-800-457-8466

Fax: 506-444-6172

Email: cbscnb@cbsc.ic.gc.ca

Website: www.cbsc.org/nb

Funding Partner:

Atlantic Canada Opportunities Agency

Co-located Partner:

Atlantic Canada Opportunities Agency

Other Co-located Organizations:

Enterprise Fredericton

Community Business Development Corporation / Women in Business Initiative

Regional Access Partners: 14

ABSN Partners: 16

Prince Edward Island

Canada/Prince Edward Island Business Service Centre

(federal initiative)

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: 1-800-457-8466

Fax: 902-566-7377

Email: pei@cbsc.ic.gc.ca

Website: www.cbsc.org/pe

Funding Partner:

Atlantic Canada Opportunities Agency

Co-located Organizations:

Aboriginal Business Service Network

Canadian Intellectual Property Office

Entrepreneurs' Forum

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Human Resources and Social Development Canada
PEI Business Women's Association
Student Connection Program
Regional Access Partners: 5
ABSN Partners: 3

Newfoundland and Labrador

Canada/Newfoundland and Labrador Business Service Centre

(federal-provincial initiative)

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: 1-800-457-8466

Fax: 709-772-6090

Email: info@cbisc.ic.gc.ca

Website: www.cbisc.org/nf

Funding Partners:

Atlantic Canada Opportunities Agency

Government of Newfoundland, Department of Innovation Trade and Rural
Development

Co-located or Occupying Adjoining Space:

Canadian Manufacturers and Exporters

Newfoundland and Labrador Environmental Industry Association

Export Development Canada

Aerospace and Defence Industry Association of Newfoundland and Labrador

Regional Access Partners: 30

ABSN Partners: 8

Northwest Territories

Canada Business NWT

(federal-territorial initiative)

c/o NWT Business Development and Investment Corporation

7th Floor, 5201 – 50th Avenue

Yellowknife NT X1A 3S9

Toll-free: 1-800-661-0599

Tel.: 867-873-7958

TTY: 1-800-457-8466

Fax: 867-873-0573

Email: yel@cbisc.ic.gc.ca

Website: www.cbisc.org/nwt

Funding Partners:

Industry Canada

NWT Business Development and Investment Corporation

Co-located Partners:

NWT Business Development and Investment Corporation

Regional Access Partners: 7

ABSN Partners: 0

Yukon

Canada-Yukon Business Service Centre

(federal-territorial initiative)

307 Jarvis Street, Suite 101

Whitehorse YT Y1A 2H3

Toll-free: 1-800-661-0543

Tel.: 867-633-6257

TTY: 1-800-457-8466

Fax: 867-667-2001

Email: yukon@cbsc.ic.gc.ca

Website: www.cbsc.org/yukon

Funding Partners:

Industry Canada

Government of Yukon, Department of Economic Development

Yukon Chamber of Commerce

Co-located Partners:

Yukon Chamber of Commerce

Regional Access Partners: 4

ABSN Partners: 0

Nunavut

Canada-Nunavut Business Service Centre

(Federal-territorial initiative)

P.O. Box 1000, Station 1198

Iqaluit NU X0A 0H0

Toll-free: 1 877 499-5199

Tel.: 867-975-7860

TTY: 1-800-457-8466

Toll-free fax: 1-877-499-5299

Fax: 867-975-7885

Email: cnbsc@gov.nu.ca

Website: www.cbsc.org/nunavut

Funding Partners:

Industry Canada

Government of Nunavut, Department of Economic Development and Transportation

Co-located Partners:

Government of Nunavut, Department of Economic Development and Transportation

Satellite Offices:

Rankin Inlet

Hamlet of Cambridge Bay

Regional Access Partners: 2

ABSN Partners: 0