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Consultants en gestion



Management Consulting

**FINAL REPORT**

**IMPACT STUDY  
FRANCOPHONE ECONOMIC DEVELOPMENT ORGANIZATIONS  
IN WESTERN CANADA**

**PREPARED FOR  
WESTERN ECONOMIC DIVERSIFICATION CANADA**

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## EXECUTIVE SUMMARY

### Study context, mandate and methodology

The purpose of the study is to determine the impact of the work being done by the four Francophone Economic Development Organizations (FEDOs), which receive funding from Western Economic Diversification Canada (WD). These organizations are:

- in Manitoba, the Conseil de développement économique des municipalités bilingues du Manitoba (CDEM);
- in Saskatchewan, the Conseil de la coopération de la Saskatchewan (CCS);
- in Alberta, the Conseil de développement économique de l'Alberta (CDEA), formerly the Chambre économique de l'Alberta;
- in British Columbia, the Société de développement économique de la Colombie-Britannique (SDECB).

These organizations have been receiving WD funding since 1998 and are part of the Western Canada Business Service Network (WCBSN).

The study analyzes impacts for a period of five (five) years, from April 1, 2003 to March 31, 2008. Each FEDO received \$500,000 for 2003–2004 and 2004–2005, and has since received \$545,000 annually to implement programming under three WD programs:

- Community Planning;
- Community Development;
- Improvement of Business Productivity and Entrepreneurship.

A fourth program, Access to Capital, is implemented only in Manitoba, where the CDEM manages two investment funds.

Although WD can account for all results of activities funded by the WCBSN, those results are considered to emanate from the members of the WCBSN themselves and are not impartially validated by a third party. The study is therefore designed to provide an evaluation of the impact of the FEDOs' projects on communities and clients, an evaluation based on objective evidence.

In accordance with its mandate, the impact study presents the major findings of best practices in terms of impact, data collection and performance reporting, as well as recommended improvements in those regards.

The study is based on three lines of evidence:

- Relevant documentation provided by the FEDOs and WD: subjective evidence not audited by a third party;
- Fifteen focus groups in all four provinces, in which 105 FEDO community partners participated. These focus groups are objective evidence of the Community Planning and Community Development programs.
- Telephone survey of 165 entrepreneurs who received significant service from the FEDOs over the last five years (preparation of a business plan, consulting services, etc.). The survey's margin of error is  $\pm 6.67\%$ , and accurate 19 times out of 20. The survey is objective evidence of the Improvement of Business Productivity and Entrepreneurship program.

This report is composed of the following parts:

- one section presenting an overview of the combined impacts of the four FEDOs for each program, major findings on best practices in terms of the impact of each program, the study's conclusions, and recommendations on data collection and performance reporting;
- four sections presenting the individual results for each province.

### Findings regarding the Community Planning and Community Development programs

The study conducted a detailed analysis of 124 different projects among the four FEDOs. Those 124 projects cover the range of services provided by the FEDOs in these two programs, including:

- support services for project planning in rural and urban communities;
- support services for securing funding for community projects;
- support services for one-time events;
- development of infrastructure and tourist attraction services;
- development of a brand image to promote the French fact and the securing of bilingual signage;
- support for initiatives related to Francophone immigration in the West.

The study did not analyze in detail the number of partnerships created or the number of persons trained, but rather the outcomes of those partnerships and that training. As objective evidence, the focus groups made it possible to validate the documentation provided by the FEDOs regarding projects in the communities.

The impact study concludes that the FEDOs play an important direct support role in the economic planning of Francophone communities and in the implementation of community projects. The FEDOs have greatly influenced the development of Francophone communities in Western Canada. One of the key findings of the focus groups is that partnership with the municipalities is one of the key determinants of successful project delivery.

The focus groups reveal an unexpected positive effect of the WD program. The presence of a local Francophone community is increasingly perceived as a major economic asset by Anglophone municipal authorities. They recognize and appreciate how important a Francophone community is to tourism. They also appreciate the linguistic and cultural bridges that Francophone communities in the West create for establishing economic ties with Quebec, France and other French-speaking countries. The FEDOs make it possible to discover the hidden

potential in a mixed community, or a community in which Francophones are a minority. Anglophones greatly appreciate that the FEDOs work in English as well as in French, and that they support the economic development of the entire community and not just the Francophones. This tends to unite the population.

Satisfaction with the performance of the FEDOs is very high in 12 of the 15 focus groups, particularly in rural communities.

### Findings regarding the Improvement of Business Productivity and Entrepreneurship program

The study analyzed mainly the impacts of the FEDOs in terms of the number of businesses created, expanded or improved and number of jobs created, maintained or improved, as well as investments leverage-generated through consulting services offered to businesses.

Under the line *Number of businesses created, maintained or expanded*, the FEDOs reported that they worked with 716 businesses between 2003 and 2008. The study examined the documentation provided by the FEDOs to identify 649 businesses or organizations that received significant service between 2003 and 2008; this clientele is distributed as follows:

- Manitoba: 315 businesses;
- Saskatchewan: 81 businesses or community organizations that received support for a project that creates jobs;
- Alberta: 89 businesses or community organizations that received support for a project that creates jobs;
- British Columbia: 162 businesses.

As objective evidence, the survey provides convincing outcomes regarding the impact of FEDOs on entrepreneurs.

Francophone businesses in the West receiving services from FEDOs present the following characteristics:

- 48% have sales of \$65,000 or less;
- 42% have sales of \$100,000 or more;

- the businesses had an average of 3.99 employees in 2008;
- the average payroll is \$105,250;
- just over two thirds of businesses are in rural communities, except in British Columbia, where the majority are in Vancouver;
- 95% of the clientele is composed of Francophone entrepreneurs.

In terms of impacts related to outcomes of the WD program, the survey reveals the following data:

- entrepreneurs say that the services offered by FEDOs are very useful (overall average of 4.6 on a scale from 1 to 5, where 1 = no use at all, and 5 = very useful);
- entrepreneurs are very satisfied with all of the services provided by FEDOs (average of 4.44 on a scale from 1 to 5);
- just over half of the entrepreneurs would not have been able to launch or improve their business without the assistance of FEDOs;
- 80% of entrepreneurs say that the assistance received from FEDOs allowed them to create, maintain or improve their business (n = 132/165);
- FEDO assistance helped increase sales for at least 58% of the entrepreneurs served (n = 95/165).
- at least 35% of all the entrepreneurs who took part in the survey say that this increase was 11% or more;
- there was a 121% increase in the number of jobs after applying for FEDO assistance: 611 jobs now versus 277 before the assistance;
- entrepreneurs attribute 46% of new jobs created to assistance received from FEDOs, (n = 153 new jobs out of a total of 334 new jobs);
- FEDO assistance helped increase the payroll of at least 46% of entrepreneurs served (n = 76/165);
- the survey indicates that FEDOs helped increase the payroll by 11% or more for at least 27% of all respondents (45/165);
- 95% of the concluding comments made by entrepreneurs about the FEDOs are positive.

The best practices that emerge are the following:

- offer of services in French;
- offer of personalized services;
- offer of a range of services: FEDOs represent a single service window for Francophone entrepreneurs;
- offer of high-quality services;
- the partnerships and work relations established with the Community Futures Development Corporations (CFDCs) and Women's Enterprise Initiative offices;
- networking among Francophones.

#### **Findings regarding the Access to Capital program – Manitoba only**

The **Franco-Manitoban loan fund** was established under an agreement between WD, the Business Development Bank (BDC) and the CDEM. After an analysis of the file, the CDEM guarantees 20% of the BDC loan through the Franco-Manitoban loan fund. WD advanced \$400,000 to set up this fund. The fund generated 19 loans between April 1, 2003 and March 31, 2008. It generated a total of \$2,719,800 in loans during this period, and contributed to the creation of 167 new jobs.

The **CDEM investment fund** is \$500,000. It granted nine loans between 2003 and 2008. These loans provided \$2,635,217 in financial leverage and contributed to the creation of 33 jobs.

#### **Conclusions and recommendations regarding data collection and performance reporting for the Community Planning and Community Development programs**

All the FEDOs produce detailed documentation on their work in the Community Planning and Community Development programs. The quantitative dimension is relatively easy to capture. The FEDOs document the partners' names, the number of activities implemented, and the number of projects successfully completed or under way.

The quality and richness of the documentation on community planning activities vary from one FEDO to another. In all cases, the information is complete and helps easily determine the work

done by the FEDOs in terms of community development.

The results obtained by the implementation of these two programs are necessarily qualitative in nature. The indicators used since 2006 provide a good picture of the FEDOs' outputs: number of partnerships established, increasing the capacity of community organizations, etc.

While useful, these indicators do not provide an overview of the quantitative outcomes confirmed by the focus groups themselves. The most important of those outcomes are the value of capital investments generated in projects that received major FEDO support and jobs created as a result of those investments.

**Recommendation:** that FEDOs and WD develop instruments to capture the value of incremental investments, and temporary jobs and permanent jobs generated by community capital projects that received substantial FEDO support.

**Conclusions and recommendations regarding data collection and reporting for the Improvement of Business Productivity and Entrepreneurship program**

The FEDOs report that they helped create, maintain or improve 716 businesses between 2003 and 2008. The impact study concludes that this figure is valid.

The FEDOs report that they helped create, maintain or improve 1,610 jobs between 2003 and 2008. The objective evidence of the impact study can confirm 93% of these jobs. Manitoba produced 58% of them, British Columbia 25%, Alberta 9% and Saskatchewan 8%.

The data reported by FEDOs concerning the number of clients served, the number of interactions with entrepreneur-clients, the number of requests for information, and the value of incremental investment thanks to assistance to businesses do not reflect the real picture. The impact study concludes that the totals reported by WD showing the cumulative effects of the four FEDOs in these categories are not reliable. This is not because of human error, but because of gaps in the system.

The study notes three types of difficulties with respect to FEDOs:

- There is no common understanding of definitions among the four FEDOs.
- The data collection tools used by the four FEDOs are not the same; sometimes the tools used by officers at a single FEDO are not the same.
- The methodology used to monitor entrepreneurs to determine the value of incremental investments and number of jobs created, maintained or improved is not the same among the four FEDOs, and is not applied by them with the same rigour.

The study notes the following difficulties with respect to WD:

- The WD officer responsible for a FEDO does not have the means to cross-check the data submitted by the FEDO; the officer's approval of the data, and the approval of the officer's manager, are an expression of confidence in the FEDO and not an authentication of those numbers.
- The computer system used by WD is subject to electronic glitches.

Further to these analyses, the impact study makes the following recommendation.

**Recommendation:** That WD and the FEDOs develop and implement a completely new approach for assembling relevant data and reporting on outputs and outcomes achieved in the Improvement of Business Productivity and Entrepreneurship program.

This recommendation has five major effects:

1. The impact study concludes that only one data collection instrument should be used by all officers in the four FEDOs. The four FEDOs should use a common format, all the components of which are understood in the same way, to prepare their performance reports for WD. For a certain period of time, the senior managers at each FEDO should review the quantitative reports submitted by their counterparts, so as to be able to

identify and correct disparities caused by differing interpretation of line items.

2. The FEDOs should ask each entrepreneur-client they serve to sign a form that permits a third party to subsequently communicate with that entrepreneur for evaluation purposes.
3. WD must identify methods of cross-checking data submitted by FEDOs, while respecting the anonymity of entrepreneurs.
4. The WD data bank, upgraded in 2006, contains a total of 36 line items. The question that arises is what value is added by collecting information for that many items? The analyses to be conducted by WD and the FEDOs as follow-up to this impact study will be able to identify the line

items that are essential for measuring progress in connection with the program indicators.

5. The evaluation done in September 2004 made the following observation concerning the performance reports: *“The accuracy of the quarterly reports is questionable as results appear inconsistent from one FEDO to another. FEDOs feel that the reports only partly reflect their success. There is a desire to work with WD to improve the reporting format.”* The impact study finds that, notwithstanding the progress made since, the FEDOs and WD will have to invest the necessary funds to improve the data collection tools and ensure that WD and FEDO staff are trained to use the template and prepare performance reports.

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## 1. Context

WD's Business Service Network consists of several integrated organizations that provide Western Canadian entrepreneurs with services and resources to help them start a new business or grow an existing one. This network of more than 100 offices across Western Canada includes the following organizations:

- **Canada Business** reduces the complexity of dealing with various levels of government by serving as a single point of access where entrepreneurs can find information on federal and provincial/territorial government services, programs and regulatory requirements for businesses. These offices also serve as the referral point for the Aboriginal Business Service Network.
- **Community Futures Development Corporations (CFDCs)** offer a range of services to rural entrepreneurs, including business counselling, loan programs and services targeted at youth and entrepreneurs with disabilities.
- **Women's Enterprise Initiative offices** provide loans, counselling services and skills training specifically for women entrepreneurs.
- **Francophone Economic Development Organizations (FEDOs)** provide enhanced services to Francophones, including training, access to capital, information services, networking and marketing advice.

Western Economic Diversification Canada (WD) continues to work with the members of the Western Canada Business Service Network (WCBSN) to make them more accountable, better define performance expectations, and encourage greater cooperation among the various members so as to enhance the services available to businesses and communities.

The purpose of this study is to measure the impact of the work done by the four Francophone Economic Development Organizations. They have received funding from WD since 1998. This study covers the five-year period from April 1, 2003 to March 31, 2008. The organizations in question are:

- Manitoba: Conseil de développement économique des municipalités bilingues du Manitoba (CDEM);
- Saskatchewan: Conseil de la coopération de la Saskatchewan (CCS);
- Alberta: Conseil de développement économique de l'Alberta (CDEA), formerly the Chambre économique de l'Alberta;
- British Columbia: Société de développement économique de la Colombie-Britannique (SDECB).

The following table presents the relevant statistical data on Francophone communities in Western Canada. They were taken from the Office of the Commissioner of Official Languages' website.

**Table 1 – Francophone population in the Western provinces**

2006 Census	Manitoba	Saskatchewan	Alberta	British Columbia
Total population	1,133,515	953,845	3,256,355	4,074,385
Population with French as mother tongue	45,515	16,795	64,750	58,890
Population with knowledge of both official languages	103,525	47,450	222,285	295,645
Population with French as first official language spoken	43,120	14,850	62,790	61,735

WD has conducted three previous evaluations of work done with the official-language minority communities in Western Canada.

The first, carried out in 1997, determined the extent to which the Department had adopted the measures necessary, under its mandate, to attain the two objectives set forth in section 41 of the *Official Languages Act*,<sup>1</sup> and recommended certain measures that needed to be taken to fully meet its obligations under that part of the Act.

The second evaluation, conducted in March 2004, reported on the results of the WD action plan for the implementation of section 41 of the *Official Languages Act* for the period of 2000 to 2004.

The third evaluation, conducted in September 2004, analyzed the relevance, structure and effectiveness of the performance evaluation measures and the performance of the FEDOs.

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1. Readers interested in better understanding the context of the *Official Languages Act* and the implementation of section 41 of the Act by WD will find relevant information on the WD, the Department of Canadian Heritage and the Office of the Commissioner of Official Languages websites. This material is not repeated in this impact study.

## 2. Mandate

An impact study uses a different analysis process than the one used in an evaluation. Evaluations examine the relevance and cost-effectiveness of a given program and the progress it has made. The methodology in an evaluation requires more interviews with departmental respondents and the organizations to which they grant funding.

An impact study uses a different process for the following reason: although WD is able to account for all results of the WCBSN'S funded activities, those results are considered to emanate from the members of the WCBSN themselves and are not impartially validated by a third party.

This impact study is therefore designed to evaluate the impact of the FEDOs' projects on the communities and clients, an evaluation based on objective evidence. Unlike a program evaluation, an impact study does not examine the relevance of the program or its methods of internal management. The methodology of an impact study makes little demand on respondents from the Department and FEDOs but considerably more on respondents who receive the services provided by FEDOs. In this way, the impact study serves to generate findings based on tangible, objective evidence.

The purpose of the study is to measure the impact—positive and negative, expected and unexpected—of the FEDOs' activities on Francophone communities in Western Canada and on their entrepreneur-clients for the years 2003–2004 to 2007–2008. For the years 2003–2004 and 2004–2005, each FEDO received the annual amount of \$500,000. This amount increased to \$545,000 on April 1, 2005.

The following table presents the components examined - the WD programs, the strategic outcomes targeted by those programs and the performance indicators.

**Table 2 - Programs examined**

Name of program	Strategic outcomes targeted	Performance indicators
Community Planning	Increased community planning	<ul style="list-style-type: none"> <li>• Number of activities that increase capacity to manage and carry out planning projects</li> <li>• Number of situations that promote community planning</li> <li>• Number of partnerships established or maintained</li> </ul>

Name of program	Strategic outcomes targeted	Performance indicators
Community Development	Increased viability and diversification of local economies	<ul style="list-style-type: none"> <li>• Number of situations in which the capacity of community organizations has been increased</li> <li>• Number of community services or facilities increased</li> <li>• Number of persons trained</li> </ul>
Business Development and Entrepreneurship	Increased productivity	<ul style="list-style-type: none"> <li>• Number of jobs created or maintained</li> <li>• Number of businesses created, maintained or expanded</li> </ul>
Access to Capital	Increased investment in targeted businesses in Western Canada	<ul style="list-style-type: none"> <li>• Amount of capital provided</li> <li>• Amounts collected through leverage</li> <li>• Increase in sales</li> </ul>

Only the CDEM in Manitoba has investment funds for the Access to Capital program.

The mandate requires the impact study to present:

1. *The major findings:*

- *Best practices in terms of impacts;*
- *Best practices in terms of data collection and performance reporting, and recommendations for improvement in that regard;*

2. *Conclusions, which may include a comparison of impacts in the four regions.*

### 3. Study methodology and limitations

The findings and conclusions of this study are based on three lines of evidence.

We analyzed all the relevant documentation provided by each FEDO and WD. This documentation, which was a subjective line of evidence, included:

- the annual reports of the FEDOs;
- activity and project reports prepared for the community planning and community development components: this involved 124 projects, including 46 different projects distributed among the three FEDOs in British Columbia, Alberta and

Saskatchewan. An outside firm prepared a detailed report for the CDEM, which listed 78 community projects delivered between 2004 and 2007;

- documentation provided by the FEDOs regarding support provided to entrepreneurs under the Improvement of Business Productivity and Entrepreneurship component: the study identified 649 businesses or organizations that received significant service between 2003 and 2008; this clientele breaks down as follows:
  - Manitoba: 315 businesses;
  - Saskatchewan: 81 businesses and community organizations that received support for a project that created jobs;
  - Alberta: 89 businesses and community organizations that received support for a project that created jobs;
  - British Columbia: 162 businesses;
- the templates and methodologies the FEDOs used to collect data regarding the support made available to their clientele.

We also analyzed the FEDO files at the WD regional office in Edmonton; these were mainly administrative files covering the period of April 2003 to March 2008.

The data submitted by the FEDOs were validated using the two following objective lines of evidence:

- focus groups in communities that received support under the Community Planning and Community Development programs;
- a phone survey of entrepreneur-clients who received support under the Improvement of Business Productivity and Entrepreneurship program.

### **Methodology of the focus groups**

Fifteen focus groups in the four provinces brought together FEDOs' community partners or stakeholders familiar with the work done by the FEDOs. A total of 105 people took part in the sessions, each of which lasted about two hours.

To be valid, a focus group had to have a minimum of five members. The following table shows the participation in focus groups in each province. We formed three categories of participants: entrepreneurs, representatives from community or economic development organizations, and municipal officials. In many cases, individuals fell into more than one category (entrepreneurs and municipal officials, for example). Such individuals were placed in only one category, based on the invitation they had received.

These focus groups served mainly to confirm the FEDOs' data on the Community Planning and Community Development programs. The significant presence of entrepreneurs in certain provinces made it possible to assemble qualitative data on the assistance received from FEDOs.

Table 3 - Participation in focus groups

PROVINCE	ENTREPRENEURS	ORGANIZATIONS	MUNICIPAL OFFICIALS	TOTAL
<b>MANITOBA</b>				
St-Pierre Jolys	2	3	1	6
Ste-Agathe	3	-	2	5
Notre-Dame-de-Lourdes	3	1	1	5
St-Boniface	2	3	-	5
Total	10	7	4	21
<b>SASKATCHEWAN</b>				
Debden	-	9	-	9
St-Isidore-de-Bellevue	-	9	1	10
Regina	-	5	-	5
Limerick <sup>2</sup>	-	4	3	7
Total		27	4	31
<b>ALBERTA</b>				
Edmonton	5	2	-	7
Calgary	4	1	1	6
Bonnyville, St. Paul, Cold Lake	6	4	-	10
Plamondon, Lac la Biche	-	11	2	13
Total	15	18	3	36
<b>BRITISH COLUMBIA</b>				
Nelson	1	5	-	6
Comox	4	2	-	6
Victoria	1	4	-	5
Total	6	11		17
<b>GRAND TOTAL</b>	<b>31</b>	<b>63</b>	<b>11</b>	<b>105</b>

### Methodology of the entrepreneur survey

In confidence, the FEDOs gave us the names and coordinates of entrepreneurs to whom they had offered a service and a brief description of the type of product or service the business sold. For Manitoba, it was simply a sample of businesses that received assistance in preparing a business plan. We received 430 names in all.

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2. The session in Limerick included two villages: Ponteix and Willow Bunch.

The FEDOs attempted to contact each of these persons by telephone or email to inform them that the firm would be communicating with them. We called the 430 people whose names were submitted. Three hundred and three (303) telephone numbers were still valid. We succeeded in contacting 186 persons, that is, 61% of that total. Of these, 165 persons agreed to participate in the survey (87% of the people contacted). The 21 people who did not participate explained the reason for their refusal. We noted those comments.

The following table presents the survey participation for each province.

**Table 4 - Survey participation by province**

	<b>MB</b>	<b>SK</b>	<b>AB</b>	<b>BC</b>	<b>TOTAL</b>
Number of businesses created, maintained or expanded (2003–2008)	286	62	93	275	716
Number of names submitted for the survey	100	79	89	162	430
Number of people phoned	100	79	89	162	430
Number out-of-service / wrong number / community representative / duplicate	17	25	24	61	127
<b>VALID NUMBERS</b>	<b>83</b>	<b>54</b>	<b>65</b>	<b>101</b>	<b>303</b>
Messages left 3 times with no callback / Interviews scheduled but not conducted	23	20	26	48	117
Number of people contacted	60	34	39	53	186
People who commented but did not respond to detailed questionnaire	2	9	2	8	21
<b>Interviews completed</b>	<b>58</b>	<b>25</b>	<b>37</b>	<b>45</b>	<b>165</b>
Percentage of interviews completed / names submitted	58%	32%	42%	28%	38%
Percentage of interviews completed / valid names	70%	46%	57%	45%	54%
Percentage of interviews completed / people contacted	97%	74%	97%	85%	87%

Two analyses were conducted to determine the reliability of the survey's results. The response rate relative to the total names provided (165/430) gave a margin of error of  $\pm 6\%$  19 times out of 20. We do not know whether the 430 people are reflective of the entire population served. Out of concern for methodological rigour, we instead used the response rate relative to total population served (165/716). This method establishes the margin of error at  $\pm 6.7\%$  19 times out of 20 when responses have a 50-50 distribution.

To complete the information collection, we held interviews with senior managers and other FEDO staff and WD employees to validate or clarify certain data.



## The study limits

Despite its scope, this methodology presents certain limits that must be taken into account.

First, the line items and definitions used by WD in its data collection changed after the year 2005–2006. WD invested a fair amount of time in ensuring the greatest possible consistency between the 2003–2006 data and the 2006–2008 data, but this was not always possible. We indicate the discrepancies in this report.

Next, the study identified certain major differences between the data reported by certain FEDOs and what we observed in the field. Subsequent discussions revealed that certain FEDOs experienced technical or human difficulties in their performance reporting processes for the WD. The WD officers assigned to each FEDO do not have the necessary tools to cross-check the quarterly data submitted by the FEDOs. WD and the FEDOs therefore updated and corrected the key data used in this study as much as possible. This work took place during the months of July, August, September, October and November 2008. The data presented in this study are therefore very reliable, since all data were validated by our firm and by WD. All the same, certain differences persist, and have been noted.

The impact of the discrepancies between what was reported and the reality in the field is less serious than first appears, since in many cases the FEDOs had under-reported their results. We noted this situation in the key categories of number of jobs created or improved and value of incremental investments. The actual impact of their work is thus greater than what was documented over the last five years. In other cases, the cumulative data reported for the four FEDOs is not reliable because the FEDOs did not have the same interpretation of the definitions developed for each line item in the data collection template. This study notes these differences.

The methodology for organizing the focus groups was as follows: The firm chose the locations where the focus groups were to be held, after analyzing the FEDO documentation. The FEDOs invited the participants to these groups directly, after submitting their names to our firm. Entrepreneurs, community organizations, community economic development agencies and other partners, such as school boards, were represented in the focus groups. Everyone was familiar with the FEDOs and had participated in a development project or projects in collaboration with the FEDOs.

To be valid, a focus group had to have a minimum of five participants. Data from three focus groups were complemented by telephone interviews of individuals who had scheduling conflicts when the focus group was held in their region. One focus group was conducted by conference call.

These groups gave a good overview of the role played by the FEDO in the region, but the methodology has certain limitations. The participants can answer the questions based on their personal biases. Next, they can only share their knowledge and their perceptions. No participant can be knowledgeable about all the activities of the FEDOs. To compensate for these limitations, we organized a sufficient number of focus groups to check for converging opinions or consensus. At our request, WD increased the travel

resources available to ensure that more focus groups could be held than provided for in the initial offer of services. We organized the focus groups in 5 cities and 10 rural regions to ensure we had points of view representative of the various geographic regions in which western Francophones live. The additional support from WD allowed us to hold focus groups in the communities where the people lived.

The FEDOs provided the names of 430 Francophone individuals, entrepreneurs or businesses for the phone survey. These persons had received service in preparing a business plan or some other service over the five years studied. We attempted to contact all of these people. Of those 430, 127 had telephone numbers that were out of service and could not be reached. Therefore, we had 303 valid telephone numbers. We reached 186 people, or 61% of the potential total. Of those, 21 people declined an interview. We noted the reasons for their refusal. In some cases, people did not want to provide information about their firm; in others, their firm was closed. Sometimes, the people were not entrepreneurs but rather representatives of community groups. The percentage of refusal per province is an indication of the relationship established between the FEDO and the entrepreneurs in that province. Certain people refused to do the interview but made comments about the FEDO all the same. We noted those comments.

To our knowledge, this was the first time a survey of this scope was done of Francophone entrepreneurs in the west. Despite the high response rate, it is important to note that the findings drawn from this survey apply only to the population of entrepreneurs who received services from the FEDOs and not all the Francophone entrepreneurs in Western Canada. No one knows the exact total number of Francophone entrepreneurs in Western Canada. So we do not know what percentage of those entrepreneurs uses the FEDOs' services. The survey is therefore not random in terms of the entire population of Francophone entrepreneurs in Western Canada, but random in terms of the population of entrepreneurs who have received service from a FEDO.

This survey generated valid findings for the population of entrepreneurs served by the FEDOs, since we contacted a significant proportion of all the businesses that were created, maintained or expanded in the wake of assistance from a FEDO.

The following table provides the relevant information on this subject. In total, 23% of the total of all businesses reported by the FEDOs under this line item for the years 2003 to 2008 took part in the survey.

**Table 5 – Analysis of survey participation by province**

	<b>Manitoba</b>	<b>Saskatchewan</b>	<b>Alberta</b>	<b>British Columbia</b>	<b>Total</b>
Number of businesses created, maintained or expanded (2003–2008)	286	62	93	275	716
Number of those businesses that participated in the survey	58	25	37	45	165
Percentage of businesses in each province that participated in the survey	20%	40%	40%	16%	23%
Percentage in each province of total businesses created, maintained or expanded reported by FEDOs	40%	9%	13%	38%	100%
Percentage of survey respondents in each province	35%	15%	22%	27%	100%
Over- or under-representation in survey, as a percentage (rounded)	-5%	+6%	+9%	-11%	
Number of respondents necessary to obtain proportional representation by province, congruent with total	66	15	21	63	165
Over- or under-representation in survey, as an absolute number	-8	+10	+16	-18	

Given the small numbers from each province, we decided not to weight the results in the overall analyses.

The study is not intended to measure the impact of the FEDOs relative to the potential impact that could be generated in the entire western Francophone population. Within the methodological limits, the findings of this survey are valid, since they can be used to measure the FEDOs' impact on the clientele they serve, and the survey's level of reliability is significant for all four provinces.

These limitations are not unique to this research project. They are characteristic of every quantitative and qualitative data collection method.

The methodology served to generate findings and draw reliable conclusions that will be useful to WD, the four FEDOs and the Francophone communities in the West.

Lastly, it is important to inform all readers that this study is concerned only with the impact of the funds paid by WD to the four Western Canadian FEDOs, representing approximately \$2 million per year. This amount is sometimes higher when the FEDOs obtain special projects.

In addition to these funds, WD invests other amounts annually in Francophone communities through, among other things, Western Economic Partnership Agreements, internship programs, pilot projects and infrastructure projects. In 2007–2008, the amounts invested by WD via FEDOs made up approximately 33% of the total it invested in Francophone communities. Our study did not analyze the impact of these other investments.

At the same time, the FEDOs are also the organizations delegated to accommodate the four Francophone Regroupements de développement économique et d'employabilité (RDÉEs) [coordinating groups on economic development and employability] in Western Canada. Each RDÉE receives \$500,000 annually from Human Resources and Social Development Canada. So far as possible, we have differentiated the activities of the FEDOs from those of the RDÉEs in the analyses. The outputs analyzed in this impact study and the findings generated relate only to funds invested by WD and not funds invested by HRSDC.

This report is composed of the following parts:

- An overview presenting the combined impacts of the four FEDOs;
- The study's conclusions and recommendations on data collection and performance reporting;
- Chapters presenting the results for each province.

#### **4. Findings regarding impacts of the four FEDOs**

The findings regarding the impacts of the four FEDOs are presented in two phases, to be consistent with the programs analyzed:

- First, we present the findings for the Community Planning and Community Development programs;

- Second, we present the findings of the Improvement of Business Productivity and Entrepreneurship program.

A third program applies to Manitoba only. This is Access to Capital. The results of this program are presented in the Manitoba chapter.

#### 4.1. Best practices in terms of impacts of the Community Planning and Community Development programs

##### 4.1.1. Indicators

The following table presents the indicators for this program and their definitions as provided by WD.

**Table 6 - Definitions of indicators—Community Planning and Community Development programs**

Name of program	Performance indicators	Definitions
Community Planning	<ul style="list-style-type: none"> <li>• Number of activities contributing leadership or expertise</li> </ul>	Number of projects or activities in which the FEDO participated, that it facilitated or that led to the development of a community plan during the fiscal year (not counting individual meetings).
	<ul style="list-style-type: none"> <li>• Number of cases in which community participation was facilitated</li> </ul>	Number of times during fiscal year that the FEDO facilitated the holding of events such as local meetings, public strategic planning sessions, etc. to develop a community strategic plan.
	<ul style="list-style-type: none"> <li>• Number of partnerships created or maintained</li> </ul>	Number of new partnerships established by FEDO during fiscal year, plus number of existing partnerships maintained during the fiscal year.
Community Development	<ul style="list-style-type: none"> <li>• Number of cases in which the capacity of community organizations was strengthened</li> </ul>	Number of cases in which the capacity of community organizations was strengthened as a result of the FEDO's activities. Outcomes might include creating a leadership development strategy for youth, workshops on governance, regional round tables, establishing or strengthening non-profit community organization, mentoring programs, etc.

Name of program	Performance indicators	Definitions
	<ul style="list-style-type: none"> <li>Number of community services or facilities improved</li> </ul>	Number of opportunities to improve community services or facilities where the FEDO organized or participated in activities that produced a result during the period covered by the report, e.g. upgrades to community infrastructures, establishment of a broadband network, modernization of the water supply system, creation of a business incubator, cultural or recreational development, etc. This will include all of the following activities recorded in the quarterly FEDO report: number of cases in which physical infrastructures have been upgraded, number of cases of cultural/recreational development, and number of cases in which social infrastructures have been upgraded.

#### 4.1.2. What the documentation reveals

The following table presents the data provided by the FEDOs to WD with regard to these indicators. Prior to 2006, the FEDOs reported only the total number of community economic development projects or events, and prepared a summary of these activities.

**Table 7 – Cumulative pan-Western results, 2006–2007 and 2007–2008—Community Planning and Community Development programs**

PAN-WESTERN	2006–2007	2007–2008	Total
<b>Community Planning</b>			
Number of activities contributing leadership or expertise	76	84	160
Number of cases in which community participation was facilitated	135	175	310
Number of partnerships created or maintained	92	79	171
<b>Community Development</b>			
Number of cases in which community stability was improved	38	46	84
Number of cases in which the capacity of community organizations was strengthened	48	90	138

Number of community services or facilities improved	58	20	78
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To validate these data, we asked each FEDO to submit documentation on the activities and projects implemented in connection with these two programs. We thoroughly analyzed 46 different files from the three FEDOs in British Columbia, Alberta and Saskatchewan. These files consisted of descriptions of community projects and the results achieved. The CDEM in Manitoba provided a document prepared by an outside firm that presented all the community projects in which the organization had participated in 2004–2005, 2005–2006 and 2006–2007. This document listed 78 community projects.

The parts of the report presenting the individual results for each province provide details on the community projects analyzed.

Here are some examples of activities and projects implemented:

- Support services for project planning in rural and urban communities, in particular:
  - research;
  - organization of community meetings;
  - counselling and advice;
  - budget analysis;
  - preparation of business plans;
  - preparation of marketing plans.
- Support services for securing funding for community projects, such as:
  - health centre;
  - seniors' homes;
  - bilingual service centres;
  - daycare centres;
  - community centres.
- Support services for one-time events:
  - support for festivals;
  - support for local events, such as centennial festivities;
- Development of tourist services / attractions;
- Development of a brand image that promotes the French fact;
- Securing of bilingual signage from municipalities or provinces;
- Production of market research;
- Support for initiatives related to Francophone immigration in the West.

**4.1.3. Objective evidence: the focus groups**

To validate this data, we organized 15 focus groups, 10 in rural communities and 5 in urban communities. Each focus group met for an average of two hours. The questions asked were consistent with the performance indicators and sought to objectively confirm the results reported by the FEDOs.

The group participants listed the projects implemented in their communities thanks to the support of the FEDOs, and the impact on their planning capacity.

Here are some sample comments repeated in the four provinces regarding the impact of the FEDOs' work in these two programs. They have been translated from French.

- *The FEDO helped us produce our feasibility study.*
- *The FEDO helped us produce studies on tourism.*
- *We have very close ties with the local FEDO officer, who collaborates very well with us.*
- *There has been significant growth of Francophone economic activity in the service and tourism industries.*
- *Our organization's credibility is enhanced by the FEDO's participation in our project. We are perceived as having good connections at the provincial and national levels.*
- *The FEDO helped get the three levels of government working together on our project.*
- *The support offered by the FEDO is exceptional and it has competent staff.*
- *The western Francophone tourism corridor is well known. The project was created by the FEDOs.*
- *Hundreds of people in our region participated in the Vision exercise organized by the FEDO.*
- *The FEDO helped us create partnerships with the organizations in our region.*
- *Without the FEDO, we wouldn't have gotten funding to build our community centre.*
- *The FEDO has provided the Francophone community with a public face. We no longer hesitate to advertise in French as well.*
- *Our village sold 30 lots last year. That was a follow-up to a project organized by the FEDO.*
- *The FEDO offered us expertise to build a major project. It brought the whole community together.*
- *As a result of the planning work done with the FEDO, 15 young families settled in our village.*

Here are some sample comments on the subject of planning:

- *The FEDO trained us well in planning. We now know how to plan a big project for our little village properly.*
- *We developed a strategic plan as the result of a Vision exercise five years ago. Continuity is sporadic because of a lack of funding.*



- *Our local networking has become much more strategic. We have been able to create key partnerships.*
- *Our partnerships are solid, and we are looking to the future with confidence.*
- *We realize that we need long-term regional planning.*
- *Our municipality has just hired an industrial commissioner. We recognized how important this was after our work with the FEDO.*
- *We hold a monthly meeting of community leaders, a lunch where we talk about prioritizing projects and cooperation.*
- *We can look further in the future, for example in planning land use.*
- *The FEDO's support allowed our board of directors to receive training that was important for better planning.*
- *We constantly work with the city on all urban planning issues.*
- *Before, a small group affiliated with the chamber of commerce did planning. Now we know the importance of building planning capacity, of making choices and of setting priorities. We recognize more and more the importance of access to public services (Internet, sewers, roads) for entrepreneurs and farmers.*

#### **4.1.4. Findings regarding best practices**

In all the communities in which we held the focus groups, we were able to establish convergence between what the focus groups shared, the documentation provided by the FEDOs concerning the projects in the communities where the focus groups were held, and the data reported to WD.

The key findings that emerge from an analysis of the documentation and the validation with the focus groups are as follows:

- The FEDOs play an important direct support role in the communities' economic planning and the implementation of community projects, and have great influence on Francophone community development in Western Canada.
- This role varies from one region to another within one province and among the provinces. There is a gradation in this role:
  - First level: the FEDOs support the creation of one-time local projects that have significant economic impacts, such as a seniors' centre in a village of 500 people creating eight permanent jobs. All the focus groups provided these sorts of examples. Many said that without the FEDOs' support, these projects would not have been implemented in their communities, or would have taken much more time.

These projects create community momentum. For example, the recruitment of physicians for a health centre attracts other services, such as accountants and young physiotherapists. As a result, families come to settle in the village. This phenomenon puts more children in school and increases the sales of local merchants. Almost all of the focus groups mentioned such secondary effects of the activities of the FEDOs, which work in partnership with other stakeholders.

- Second level: the FEDOs develop a more complex level of planning in the towns and villages, which bring in numerous players: the municipality for zoning, entrepreneurs, and community organizations. This is not a matter of planning just one project, but rather of planning long-term regional economic development. We found examples of this level of planning in the 16 bilingual municipalities in Manitoba, in Vancouver-Maillardville and in Nelson. There have been attempts to plan at this level in St-Isidore de Bellevue, Saskatchewan, and in Plamondon, Alberta, by holding Vision exercises. The planning was a success, but the communities did not secure the funds needed for follow-up.
- The Francophonie branding exercises have had multiple impacts that have continued for many years; we found examples in all four provinces.
- In general, the rural communities can deal with only one or two significant economic development projects at a time, as they are small.
- Partnership with the municipalities is key, as it serves to mobilize provincial and federal resources. Local economic development officers with roots in the municipalities report to local elected officials who are sensitive to the needs of their community. The municipal structure offers an element of important continuity in the management of economic development, since the municipal officials make political decisions for their locality (zoning, land use plan, branding, etc.). This type of management is important for ensuring sustainable economic development, as opposed to a set of ad hoc initiatives. These analyses allow us to conclude that the most formative and promising community projects are the ones implemented in partnership with a municipality.
- The presence of the Francophone community is seen as an important economic asset by Anglophone municipal authorities. They recognize and appreciate how important a Francophone community is to tourism. They also appreciate the linguistic and cultural bridges that Francophone communities in the West create for establishing economic ties with Quebec, France and other French-speaking countries. The FEDOs make it possible to discover the hidden potential in a mixed community, or a community in which Francophones are a minority. Anglophones greatly appreciate that the FEDOs work in English as well as in French, and that they support the economic development of the entire community and not just that of the Francophones. This tends to unite the population, and is an unexpected positive repercussion of the support offered by WD to the FEDOs. In this way, the FEDOs contribute to the social cohesion of Canada.
- Since Francophones are often scattered over wide areas, the support of the FEDOs has led Francophone communities to see the importance of development on a regional and not just a local basis. This is not yet accepted by some local Anglophone authorities, who have yet to acknowledge the mutual benefits of regional cooperation. Francophones play an important leadership role in this regard.
- The Vision exercises that have received follow-up have changed the tone of the communities and brought them a sense of optimism. They have also greatly enhanced community planning capacities. When the exercises are a success, the

effects are noteworthy, and people tend to use the following terms : “before Vision” and “after Vision.” The dynamic created is a vehicle of development. We noted this in Manitoba. A Vision exercise that receives no follow-up has the opposite effect and demobilizes people. We noted this in Saskatchewan and Alberta.

- The four FEDOs use identical community planning approaches, even though the circumstances in the Francophone communities vary greatly between provinces and within each province. The approach can be described as follows:
  - creation of local partnerships;
  - support in the form of technical and specialized resources;
  - support implementing Vision exercises and community consultation exercises;
  - support conducting feasibility and marketing studies, business plans, initiatives to find funding, fundraising campaigns;
  - support establishing ties with provincial and federal governments;
  - offering consulting services to boards of directors and staff;
  - implementing social marketing that raises the profile of the Western Francophonie.
- The FEDOs generally experience more success in the rural regions than in the cities.

Nine of the 10 rural focus groups (90%) expressed great satisfaction with the performance of the FEDOs. Only one rural group in Saskatchewan expressed dissatisfaction with the provincial FEDO’s overall approach, but this group said it was satisfied with the work of the local officer.

Of the six urban focus groups scheduled, one was not held for lack of participants (Maillardville-Vancouver), two expressed dissatisfaction (Calgary and Edmonton) and three expressed great satisfaction (Winnipeg, Regina and Victoria).

In the three cases of dissatisfaction, two of them in cities, the FEDO had indicated beforehand that it had not succeeded in helping the community overcome certain community planning challenges. The focus groups confirmed this diagnosis.

Satisfaction is particularly high in rural communities for various reasons, including the following: rural communities generally have access to fewer resources than urban communities, so they greatly appreciate the resources made available by the FEDOs.

- The four FEDOs have developed numerous partnerships, chiefly with the following types of organizations:
  - municipalities;
  - Francophone community organizations;
  - Francophone and Anglophone regional economic development organizations;
  - private businesses;
  - the provincial government;
  - other federal institutions.

## 4.2. Best practices in terms of impacts of the Improvement of Business Productivity and Entrepreneurship program

### 4.2.1. Indicators

The following table presents this program's indicators and their definitions, as provided by WD.

**Table 8 - Definitions of indicators—Improvement of Business Productivity and Entrepreneurship program**

Name of program	Performance indicators	Definitions
Business Development and Entrepreneurship	<ul style="list-style-type: none"> <li>• Number of clients served</li> </ul>	<p>Total number of identifiable clients served during the period covered by the report. Includes people who have received a loan, assistance to self-employed workers, consulting services and requests for information. Each client is counted only once, regardless of the number of services the client received during the period in question. Anonymous clients are not included, to avoid double counting.</p>
	<ul style="list-style-type: none"> <li>• Number of requests for core information services for businesses</li> </ul>	<p>May include requests for “general information” and requests for “core information”:</p> <ul style="list-style-type: none"> <li>a) General information: number of general information services (on the economy, business community, etc.) provided to clients. Includes individuals and businesses, as well as inquiries by telephone, in person, by email or at group sessions (multiply by number of participants). Count only services affecting the FEDO's main activities (e.g. do not include questions such as “where is town hall,” etc.)</li> <li>b) Core information: number of consulting services linked to specific skills provided to an entrepreneur or a business on an individual basis. Count each interaction with a client as a single service, regardless of the length of the interaction or number of different individual services provided during the interaction.</li> </ul>

Name of program	Performance indicators	Definitions
	<ul style="list-style-type: none"> <li>• Number of jobs created, maintained or improved thanks to assistance to businesses</li> </ul>	<p>Number of jobs (in full-time equivalents) created, maintained or improved (part-time job converted to full-time) thanks to assistance to the business, if the services provided by the FEDO (e.g. technical or training services) contributed substantially to the creation or maintenance of those jobs.</p>
	<ul style="list-style-type: none"> <li>• Number of businesses created, maintained or improved</li> </ul>	<p>Specify the number of businesses created/maintained/improved during the period of lending/assistance to the business, if the services provided by the FEDO (e.g. technical or training services) contributed substantially to or were largely responsible for the creation or development of the business.</p>
	<ul style="list-style-type: none"> <li>• Number of interactions concerning business plans</li> </ul>	<p>Number of business consulting meetings with clients to develop or revise a business plan. Each meeting will be recorded regardless of the format, length or degree of finalization of the plan presented.</p>
	<ul style="list-style-type: none"> <li>• Value of incremental investments (\$)</li> </ul>	<p>Investments generated through the financial leverage of the FEDO's clients, resulting from loans granted by another financial institution or by the entrepreneur, thanks to the business assistance. Sources may include financial institutions, other governments, other sources (e.g. venture capital), and equity.</p>
	<ul style="list-style-type: none"> <li>• Number of clients trained</li> </ul>	<p>To calculate the number of clients trained, add the number of courses/training sessions held in your region and multiply by the number of clients present (do not consider the length of the training).</p>

#### 4.2.2. What the documentation reveals

The table on the next page presents the data provided to WD by the four FEDOs for the years 2003–2004 to 2007–2008. This data is provided by the FEDOs in the quarterly reports. WD captures its data using a program called “Common Goals” and makes the cumulative calculations.

Explanatory notes:

- The boxes marked *N/A* indicate that the definition did not apply for the year.
- The line items and definitions were clarified or improved as of April 2006. The table presents the line item used for the years 2003–2004 to 2005–2006, followed by an oblique (/) and the new formulation, in italics for the years 2006–2007 and 2007–2008.

Table 9 – Cumulative pan-Western results, 2003–2008, Improvement of Business Productivity and Entrepreneurship program

PAN-WESTERN	2003–2004	2004–2005	2005–2006	2006–2007	2007–2008	Total
<b>Improvement of Business Productivity</b>						
Number of clients served	N/A	N/A	N/A	1,151	2,593	3,744
Number of requests for core information services for businesses/ <i>Number of requests for information</i>	7,024	6,919	6,521	3,149	15,039	38,652
Number of businesses receiving assistance with planning, cash flow, market information, etc.	880	958	1,047	N/A	N/A	2,885
Number of interactions regarding business plans	N/A	N/A	N/A	364	547	911
Number of businesses created/ expanded / <i>Number of businesses created, maintained or expanded</i>	98	83	102	158	275	716
Number of jobs created/maintained/ or improved thanks to assistance to businesses	276	222	278	392	442	1,610
Value of incremental investments (\$) / <i>Amount in dollars generated by leverage thanks to assistance to businesses</i>	6,245,432	5,914,749	9,293,548	19,804,332	18,552,256	59,810,317
Number of clients trained ( <i>training in entrepreneurship, exporting, management and marketing</i> )	767	977	847	873	1,617	5,081
Number of seminars and workshops/ <i>Number of training sessions held</i>	41	40	57	98	134	370

FEDOs were requested to provide all relevant documentation concerning the businesses that received assistance from them.

The documentation provided by the FEDOs identified 649 businesses that received significant service between the years 2003 and 2008, broken down as follows:

- Manitoba: 317 businesses;
- Saskatchewan: 81 businesses and community organizations that received support for a project that creates jobs;
- Alberta: 89 businesses and community organizations that received support for a project that creates jobs;
- British Columbia: 162 businesses.

The impact study did not analyze the last two line items with regard to training. As the aim of the study was to measure the impact of the FEDOs' work on their clients, the following line items were examined in detail:

- Number of businesses receiving assistance with planning, cash flow, market information, etc.
- Number of interactions concerning business plans
- Number of businesses created/expanded / *Number of businesses created, maintained or expanded*
- Number jobs created/maintained/ *or improved thanks to assistance to businesses*
- Value of incremental investments (\$) / *Amount in dollars generated through leverage thanks to assistance to businesses*

We reviewed and analyzed the following information. The chapters on each province provide all the details.

- The CDEM in Manitoba submitted a document prepared by an outside firm that summarily presented all the information concerning the assistance provided to businesses for the years 2004–2005, 2005–2006 and 2006–2007. These figures correspond almost exactly to those submitted to WD.

In addition, we thoroughly analyzed the CDEM's database, which enables it to track each entrepreneur who has received consulting services since February 1, 2001. This Excel database includes, for each business:

- the value of incremental investments and their sources: entrepreneurs, family and friends, financial institutions, grants;
- number of full-time jobs created or maintained: the CDEM officer verifies this with the entrepreneurs within 12 months of offering the assistance;
- the region.

Finally, the CDEM maintains the detailed information required by WD for the investment fund and the Franco-Manitoban loan fund, which we examined.



We were able to thoroughly analyze the impacts of the work done by the CDEM for 317 different businesses from 2003–2004 to 2007–2008. This documentation, which in itself is a best practice, allowed us to validate the data provided to WD and to build a case study, found in the chapter on Manitoba.

- The CCS in Saskatchewan provided us with a list of 81 businesses or community organizations that received support over the five years studied. This list gave a brief description of the business or the organization's project, the region and the type of support offered. The CCS does not record the value of incremental investments, and the amount of 0 (zero) is reported to WD. One officer records the number of jobs created, maintained or improved and values of his clients' incremental investments. We examined this data closely and were able to confirm it at the time of the survey.
- In Alberta, the CDEA provided a list of 89 names of entrepreneurs, organizations and partners that received support from the organization over the last five years. This list provided the individuals' coordinates and in some cases a brief description of the type of business. Until 2006, the CDEA did not closely track the number of jobs created, maintained or improved. The officers reported the figures subjectively based on the tracking they did with the businesses receiving their support. On April 1, 2006, the CDEA introduced a new monthly reporting system, which we analyzed. This *Rapport d'intervention entrepreneuriale* [report on entrepreneurial intervention], which must be completed by every officer, allows the organization to more rigorously count the number of jobs created, maintained or improved in the wake of its interventions, as well as the incremental investment values arising from the consulting services offered to businesses. This explains why the figures reported by the organization rose from 7 to 25 jobs created, maintained or improved for the years 2003–2006 to 35 jobs for the year 2006–2007 and 58 for 2007–2008. We have not seen any documentation establishing the number of jobs created, maintained or improved for each business. The CDEA reports an incremental investment value that varies between \$1,564,000 and \$8,759,519 per year. This amount includes all of the organization's financial leverage, including amounts obtained for the capital property of community centres.
- In British Columbia, the SDECB provided a list of 162 entrepreneurs who received services from the organization between 2003–2004 and 2007–2008. In Excel format, this very detailed table gives the entrepreneur's name and coordinates and a description of the business. In addition, a colour code differentiates between businesses run by immigrants, female entrepreneurs, young people under age 35, visible minorities and persons with disabilities. This description is a best practice in itself. Until 2006, the SDECB did not closely track the number of jobs created, maintained or improved. Officers reported the figures subjectively, based on what they determined when following up with entrepreneurs. The organization also introduced a new data collection tool in 2006 that allows for more rigorous reporting of the number of jobs created, maintained or improved. This explains why the organization reported an average of 47 jobs created each year between 2003 and 2006 and an average of 131 jobs per year for the years 2006 to 2008. We have not been able to ascertain the number of jobs created, maintained or improved for each business. The SDECB set up a female entrepreneurs' network in 2003. The officer for this network maintains detailed documentation on its activities and statistics on the number of jobs created, maintained or improved by women entrepreneurs. The SDECB does not keep data on the value of incremental investments of businesses that have received support.

Therefore the report submitted by senior management to the board of directors does not mention the value of incremental investments, and the amount 0 (zero) is reported to WD.

#### 4.2.3. Objective evidence: entrepreneur survey

The purpose of the entrepreneur survey was to objectively validate the data reported by the FEDOs.

The purpose of the telephone interviews, lasting an average of about 20 minutes, was to solicit the entrepreneurs' views on the impact of the FEDO's support in the areas of:

- business maintenance or improvement: this is measured by the FEDO's impact on businesses' sales;
- the increase in jobs in the businesses and the contribution made to that increase by FEDO assistance;
- usefulness of the services provided by FEDOs;
- possibilities of starting up or improving a business without FEDO assistance;
- degree of satisfaction with all services provided by FEDOs.

The detailed results of the survey can be found in the chapters on each province. Here we present the overall highlights. We repeat that each respondent did not necessarily answer all the questions. As a result, the totals vary according to the number of people who chose to answer each question. Once again, 165 interviews were completed, representing 23% of the total number of businesses receiving major support from FEDOs.

#### IMPACT ON SALES

In total, 75% (n = 129 entrepreneurs) indicated the category of their sales. The categories used in the survey corresponded to the tax rate categories in effect in Manitoba.

**Table 10 – Survey results—Entrepreneurs' sales**

APPROXIMATE SALES	MB		SK		AB		BC		TOTAL	
	n	%	n	%	n	%	n	%	n	%
UNDER \$31,500	12	23%	9	41%	12	44%	11	39%	44	34%
\$31,501 TO \$36,000	3	6%	1	5%	0	0%	2	7%	6	5%
\$36,001 TO \$65,000	5	10%	3	14%	2	7%	2	7%	12	9%
\$65,001 TO \$100,000	4	8%	2	9%	2	7%	5	18%	13	10%
\$100,001 AND OVER	28	54%	7	32%	11	41%	8	29%	54	42%
TOTAL	52	100%	22	100%	27	100%	28	100%	129	100%

This table presents relevant information on the businesses served by the FEDOs.

- Overall, the responses are bimodal: the majority of businesses are either larger (over \$100,000 per year, 42%) or small (under \$31,500 per year, 34%).
- There are proportionally few businesses with annual sales between \$31,500 and \$100,000 (24%). This is true in all four provinces.
- In Manitoba, the percentage of businesses with sales over \$100,000 (54%) is above average (42%), and the percentage of businesses with sales under \$31,500 (23%) is below average (34%).

In methodological terms, we noticed that for this specific question, the number of responses in Manitoba (52) was higher than in the other provinces (22, 27 and 28); the response rate (number of responses to this question versus number of survey respondents) was 90% in Manitoba, against an average of 78%. The response rate in British Columbia (62%) was significantly lower. We do not know the reason for this. The section on the methodology indicated that British Columbia had the highest under-representation rate in the survey (-11%). We know that most of the respondents in British Columbia were immigrant Francophone entrepreneurs. It is possible that immigrant entrepreneurs are less inclined to reveal this sort of information in a survey, regardless of their business's sales, but we have no data on this hypothesis.

In the following table, 70% of entrepreneurs who answered the question said that the FEDO's assistance helped to increase their sales (n = 95 out of 135). The other 30% of the respondents said no (n = 40 out of 135). The percentage in the table indicates the percentage of respondents in both business categories who answered yes to the question. On the whole, there is no significant difference between the responses of new businesses and existing businesses. The number of respondents indicating yes (95) is significant in itself. The survey serves to conclude that the FEDO's assistance helped to increase sales for at least 58% of all entrepreneurs served (95/165).

**Table 11 – Survey results—Impact on increase in sales attributed to FEDOs**

FEDO HELPED TO INCREASE SALES	MB		SK		AB		BC		TOTAL	
	n	%	n	%	n	%	n	%	n	%
NEW BUSINESSES	21	70%	4	36%	13	87%	9	75%	47	69%
EXISTING BUSINESSES	14	70%	7	64%	13	93%	14	64%	48	72%
<b>TOTAL RESPONDENTS WHO ANSWERED THE QUESTION</b>	<b>35</b>	<b>70%</b>	<b>11</b>	<b>50%</b>	<b>26</b>	<b>90%</b>	<b>23</b>	<b>68%</b>	<b>95</b>	<b>70%</b>
<b>PERCENTAGE OF TOTAL RESPONDENTS</b>		<b>60%</b>		<b>44%</b>		<b>70%</b>		<b>51%</b>		<b>58%</b>

Of these 95 respondents, 92 (97%) estimated the percentage increase attributable to the assistance of the FEDO. Sixty-three percent (63%) (n = 58) said that the increase was 11% or more. This number (58) is significant in itself. The survey serves to conclude that FEDO

assistance contributed to increasing sales by 11% or more for at least 35% of all the entrepreneurs served (n = 58/165).

**Table 12 – Survey results—Percentage increase in sales**

PERCENTAGE INCREASE IN SALES	MB		SK		AB		BC		TOTAL	
	n	%	n	%	n	%	n	%	n	%
UNDER 10%	10	30%	3	27%	14	54%	7	32%	34	37%
11% TO 20%	11	33%	3	27%	5	19%	2	9%	21	23%
21% TO 30%	2	6%	3	27%	3	12%	4	18%	12	13%
30% OR MORE	10	30%	2	18%	4	15%	9	41%	25	27%
TOTAL RESPONDENTS WHO ANSWERED THE QUESTION	33	94%	11	100%	26	100%	22	96%	92	97%
TOTAL RESPONDENTS WITH AN INCREASE OF 11% OR MORE	23	40%	8	32%	12	32%	15	33%	58	35%

### IMPACT ON NUMBER OF JOBS CREATED OR MAINTAINED AND ON PAYROLL

Ninety-three percent (93%) of respondents answered this question (n = 153 out of 165). At the time of the survey, the businesses had a total of 611 employees.

**Table 13 – Survey results—Total number of jobs in May and June 2008**

MAY-JUNE 2008	MB	SK	AB	BC	TOTAL
TOTAL NUMBER OF EMPLOYEES	299	103	104	105	611
NUMBER OF BUSINESSES	57	23	34	39	153
AVERAGE NUMBER OF EMPLOYEES PER BUSINESS	5.25	4.48	3.06	2.69	3.99

The total number of employees before using FEDO assistance was 277. For new businesses, this number was 0.

The number of employees at the time of the survey in businesses that answered this question was 611 (n = 153 out of 165).

The total increase in number of employees after applying to the FEDO versus number of employees before applying to the FEDO is 334.

There was an increase of 121% in the number of jobs after applying for FEDO assistance (n = 334/277).

The performance indicator seeks to measure the number of jobs (in full-time equivalents) created, maintained or improved (part-time jobs converted to full-time) thanks to assistance to the business if the services provided by the FEDO contributed substantially to the creation or maintenance of those jobs.

The term “substantial” is subjective. This survey question was designed to gather objective data to verify the information reported by the FEDOs to WD.

The survey asked the entrepreneurs to estimate only the number of jobs created because of the assistance received from the FEDO.

The respondents were informed that their own job counted for 1 in the case of new businesses.

The entrepreneurs attribute 46% of new jobs created to the assistance received from the FEDOs: n = 153 new jobs out of a total of 334 new jobs. This proportion was 42% in Manitoba, 28% in Saskatchewan, 100% in Alberta (out of a small number) and 86% in British Columbia.

**Table 14 – Survey results—Number of new jobs attributed to assistance from FEDOs**

NUMBER OF NEW EMPLOYEES	MB	SK	AB	BC	TOTAL
NUMBER OF EMPLOYEES BEFORE APPLYING TO FEDO	96	22	90	69	277
NUMBER OF EMPLOYEES AFTER APPLYING TO FEDO	299	103	104	105	611
NUMBER OF NEW EMPLOYEES FOR ALL BUSINESSES THAT RESPONDED	203	81	14	36	334
PERCENTAGE INCREASE	211%	368%	16%	52%	121%
NUMBER OF NEW JOBS ATTRIBUTED TO ASSISTANCE RECEIVED FROM FEDO	85	23	14	31	153
PERCENTAGE OF NEW JOBS ATTRIBUTABLE TO ASSISTANCE RECEIVED FROM FEDO ACCORDING TO ENTREPRENEURS	42%	28%	100%	86%	46%

Fifty-four percent (54%) of entrepreneurs who answered the question said that the FEDOs helped them to increase their business' payroll (76/141). The survey serves to conclude that FEDO assistance contributed to increasing payroll for at least 46% of all entrepreneurs served (n = 76/165).

**Table 15 – Survey results—Impact on payroll**

PAYROLL		MB	SK	AB	BC	TOTAL
HELPED (YES)	NEW	18	2	12	7	39
	EXISTING	9	5	9	14	37
	TOTAL	27	7	21	21	76
PERCENTAGE OF THOSE WHO ANSWERED THE QUESTION		48%	32%	70%	64%	54%
PERCENTAGE OF ALL		47%	28%	57%	47%	46%

RESPONDENTS						
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Sixty-one percent (61%) of those who answered the question indicated that the FEDO helped to increase the payroll of their business by 11% or more (45/74). The survey serves to conclude that the FEDOs contributed to increasing payroll by 11% or more for at least 27% of all respondents (45/165).

**Table 16 – Survey results—Increase in payroll attributed to FEDO assistance**

PERCENTAGE INCREASE IN SALARIES— ANSWERED YES	TOTAL	PERCENTAGE
UNDER 10%	29	39%
11% TO 20%	9	12%
21% TO 30%	11	15%
OVER 30%	25	34%
TOTAL 11% OR MORE	45	
TOTAL RESPONSES	74	100%
PERCENTAGE OF THOSE WHO ANSWERED THE QUESTION WHOSE INCREASE WAS 11% OR MORE		61%
PERCENTAGE OF ALL RESPONDENTS WHOSE INCREASE WAS 11% OR MORE	45	27%

**Note:** Because of the small numbers in certain provinces, this line item will not be covered in the chapters on each province, to avoid identifying specific individuals.

The average payroll reported was \$105,250 per business. This average fluctuated from one province to another. Alberta stands out with a very high average, but for a small number of respondents. We do not know whether this figure reflects the reality or is an artefact of the statistics.

**Table 17 – Survey results—Average payroll per business**

PAYROLL	MB	SK	AB	BC	TOTAL
TOTAL SALARIES	\$4,767,500	\$1,737,200	\$2,519,000	\$1,817,000	\$10,840,700
NUMBER OF RESPONSES	51	20	11	21	103
TOTAL NUMBER OF RESPONDENTS	58	25	37	45	165
PERCENTAGE OF TOTAL RESPONDENTS	88%	80%	30%	47%	62%
AVERAGE PER BUSINESS	\$93,480	\$86,860	\$229,000	\$86,524	\$105,250



## USEFULNESS OF SERVICE PROVIDED BY FEDOs

The purpose of the survey was to measure how useful the services provided by FEDOs were to either start up or to improve the business.

The following table presents the results on whether the FEDO helped to create, maintain or improve the business. In total, 86% of the entrepreneurs who answered the question said that FEDO assistance helped to create, maintain or improve their business (n = 132 out of 153). This figure (132) is very significant. It affirms that at least 80% of the people surveyed said that their business was helped by the assistance from the FEDO (n = 132 out of 165).

**Table 18 - Survey results—Helped create, maintain or improve the business**

HELPED CREATE / MAINTAIN / IMPROVE		MB	%	SK	%	AB	%	BC	%	TOTAL	%
	NEW	34	92%	10	77%	17	94%	11	79%	72	88%
	EXISTING	18	90%	10	91%	14	93%	18	72%	60	85%
HELPED	TOTAL	52	91%	20	83%	31	94%	29	74%	132	86%
	NEW	3	8%	3	23%	1	6%	3	21%	10	12%
	EXISTING	2	10%	1	9%	1	7%	7	28%	11	15%
DID NOT HELP	TOTAL	5	9%	4	17%	2	6%	10	26%	21	14%

The survey was designed to explore further by asking the entrepreneurs to what extent the assistance received was useful. In the following table, the closer the average is to 5, the more useful the assistance (scale of 1 to 5 where 1 = no use at all and 5 = very useful). The average overall usefulness of the services the four FEDOs provided to the 165 entrepreneurs was 4.6.

**Table 19 - Survey results—Usefulness of services provided by FEDOs**

USEFULNESS OF SERVICE PROVIDED BY FEDO IN CREATING OR IMPROVING THE BUSINESS	MB	SK	AB	BC	TOTAL
AVERAGE—NEW BUSINESSES (USEFULNESS FOR START-UP)	4.47	4.80	4.53	4.73	4.57
AVERAGE—EXISTING BUSINESSES (USEFULNESS FOR IMPROVEMENT)	4.50	4.90	4.79	4.56	4.63
<b>OVERALL AVERAGE (ALL BUSINESSES)</b>	<b>4.48</b>	<b>4.85</b>	<b>4.65</b>	<b>4.62</b>	<b>4.60</b>

The survey also aimed to determine whether the entrepreneurs could have created or improved their business without the assistance of the FEDO. The question asked was this: On a scale from 1 to 5 (1 = impossible, 5 = very possible), would you have been able to maintain and/or expand your business without the support/service provided by the organization? The average on the 1-to-5 scale was 3. In the following table, the closer the average is to 1, the more useful the assistance. We note that FEDO assistance made the difference in over half the cases (<3). We also note that the impact of the FEDOs was slightly higher on new entrepreneurs.



**Table 20 - Survey results—Possibility of creating or improving business without FEDO assistance**

CREATION OR IMPROVEMENT OF BUSINESS POSSIBLE WITHOUT SUPPORT	MB	SK	AB	BC	TOTAL
AVERAGE—NEW BUSINESSES (START-UP WOULD HAVE BEEN POSSIBLE WITHOUT SUPPORT)	2.81	2.50	2.47	2.50	2.65
AVERAGE—EXISTING BUSINESSES (IMPROVEMENT WOULD HAVE BEEN POSSIBLE WITHOUT SUPPORT)	3.06	2.60	2.80	3.06	2.90
<b>OVERALL AVERAGE (ALL BUSINESSES)</b>	<b>2.89</b>	<b>2.55</b>	<b>2.61</b>	<b>2.92</b>	<b>2.77</b>

### SATISFACTION WITH SERVICES RENDERED

The entrepreneurs indicated that they were very satisfied with the services rendered. In the following table, the closer the average is to 5, the greater the satisfaction with the services received (1 = very dissatisfied and 5 = very satisfied). The overall average was 4.44 for all services rendered. Each respondent could indicate more than one service received.

**Table 21 - Satisfaction with services rendered by FEDOs**

ENTREPRENEURS' SATISFACTION WITH SERVICES RENDERED BY FEDOs	MB	SK	AB	BC	TOTAL
Assistance with developing a business plan	4.36	4.55	4.78	4.52	4.52
Number who received this service	50	20	27	21	118
Market information	3.77	4.73	4.62	4.20	4.27
Number who received this service	31	16	29	20	96
Training	4.36	4.56	4.62	4.67	4.51
Number who received this service	39	9	13	24	85
Information about government regulations	4.15	4.29	4.87	4.73	4.47
Number who received this service	27	7	15	15	64
Access to private capital (loan applications)	4.21	4.44	4.57	3.50	4.25
Number who received this service	33	9	7	5	54
Access to labour	4.64	4.50	5.00	4.60	4.69
Number who received this service	11	8	8	6	33
Access to public capital (grant applications)	4.50	4.50	4.62	3.67	4.45
Number who received this service	18	6	6	3	33
<b>OVERALL SATISFACTION WITH ALL SERVICES RENDERED</b>	<b>4.25</b>	<b>4.54</b>	<b>4.72</b>	<b>4.45</b>	<b>4.44</b>

## COMMENTS IN THE SURVEY

The preceding quantitative data was complemented by the comments the entrepreneurs made to conclude the survey. The following table presents an overview of the comments made in each province. We have removed information that might identify the individuals. The comments that appear in this table in generic form, such as “the FEDO helped me obtain financing” were much more elaborate during the interview. People talked about the processes followed, their hopes and challenges in starting up or improving their business and specifically described the contribution made by the FEDO. In many cases, entrepreneurs mentioned the name of the FEDO officer who worked with them.

Seven people out of the 186 contacted commented but did not respond to the survey. We took note of all these comments. This explains why there is a total of 166 comments but 165 respondents to the survey. Six of the 166 people who made comments were interviewed in English.

**Table 22 – Survey results—Breakdown of positive and negative comments**

Province	Number of positive comments		Number of negative comments		Total	Survey conducted in English
	New	Existing	New	Existing		
Manitoba	37	17	3	3	60	2
Saskatchewan	12	11	1	0	24	2
Alberta	19	15	0	0	34	1
British Columbia	18	28	1	1	48	1
Sub-total	86	71	5	4	166	
Total	157		9		166	6
Percentage	95%		5%		100%	3%

**Table 23 - Survey results —Sample comments**

Examples of positive comments	Examples of negative comments
<p><i>In fact, the FEDO's follow-up was very good. I knew them all, I saw them all the time. Without them, I wouldn't have made a business plan and got into business.</i></p> <p><i>As an immigrant woman, it was very important to have service in French. I would have had to spend years on language courses before starting up my business. They took the business to heart as if it were their own. When I arrived, I wasn't very clear about what I wanted, and they motivated me to go</i></p>	<p><i>I was disappointed with the FEDO: marketing it was difficult to make an appointment with the person in charge of marketing, and when I did get one, she left after 15 minutes because she was too busy.</i></p> <p><i>I had to save up to buy equipment because the FEDO did not follow up on looking for financing.</i></p> <p><i>The FEDO officer did not have expertise in our area of business.</i></p>

Examples of positive comments	Examples of negative comments
<p><i>on. They worked with unparalleled motivation and rigour.</i></p> <p><i>The service I received was very good: it allowed me to get into business. Otherwise I wouldn't have done it.</i></p> <p><i>I was really pleased with the way they agreed to help out a young person. The information on loans was very good; it would have been hard for me to do all the research they did.</i></p> <p><i>We had tried for six months to start up our business, but once we contacted (officer's name) everything got unblocked and now things are going well. We open at the end of the month!</i></p> <p><i>There were no surprises because the FEDO's assistance pointed me in the right direction. The officer was very competent; he clearly explained to me how to do the calculations. I was very satisfied.</i></p> <p><i>The FEDO's personalized services were good. The employee knew his job and he wanted to help. We decided not to go ahead with a new aspect of the business. Our assessment of the project led us to abandon the idea.</i></p> <p><i>I appreciated the FEDO's assistance, support and encouragement. It was because of them that I set up my business in the region. The officer introduced me to all the suppliers who could provide me with products.</i></p> <p><i>The officer took the time to thoroughly explore the business plan and he's now working to help me find financing.</i></p>	

#### 4.2.4. Findings regarding best practices

The survey yields convincing results with regard to the FEDOs' impact on entrepreneurs.

Western Francophone businesses that receive services from the FEDOs have the following characteristics:

- forty-eight percent (48%) have sales of \$65,000 or less;
- forty-two percent (42%) have sales of \$100,000 or more;
- the businesses had an average of 3.99 employees in 2008;
- the average payroll is \$105,250;
- about two thirds of the businesses are in rural communities, except in British Columbia, where the majority are in Vancouver;
- ninety-five percent (95%) of the clientele are Francophone entrepreneurs.

The FEDOs therefore specialize in offering services to very small businesses—mainly individual and family businesses.

The survey is objective evidence that reveals the following about the impact of the assistance offered by the FEDOs.

- The services offered by the FEDOs are very useful (overall average of 4.6 on a scale from 1 to 5);
- The entrepreneurs are very satisfied with all the services rendered by the FEDOs (average of 4.44 on the same scale);
- A little over half the entrepreneurs would not have been able to start up or improve their business without FEDO assistance;
- Eighty percent (80%) of entrepreneurs said the assistance received from the FEDO enabled them create, maintain or improve their businesses (n = 132/165);
- FEDO assistance helped increase sales for at least 58% of all entrepreneurs served (n = 95 out of 165);
- FEDO assistance helped increase sales by 11% or more for at least 35% of all entrepreneurs served;
- FEDO assistance helped increase the payroll for at least 46% of all entrepreneurs served (n = 76 out of 165);
- FEDO assistance helped increase the payroll by 11% or more for at least 27% of all entrepreneurs served (n=45 out of 165);
- There was an increase of 121% in the number of jobs after applying for FEDO assistance: 611 jobs now, versus 277 before the assistance;

- The entrepreneurs attribute 46% of new jobs created to the assistance received from the FEDOs (n = 153 new jobs out of a total of 334 new jobs);
- Ninety-five percent (95%) of the comments the respondents made about the FEDOs were positive.

The survey also confirmed an occurrence noted by FEDO senior managers during interviews but that had not been documented. On four occasions, respondents thanked the FEDO for all the good work done. They explained that this assistance was able to convince them to abandon the idea of launching the planned business or commencing an expansion project, or to close the business in a timely and appropriate fashion. This type of result is not captured by the statistics, even though the service provided requires as many of an officer's hours as a service that results in the launching of a business.

The best practices in productivity improvement that emerge from the analysis as a whole are as follows:

- Offer of services in French: it is clear that the great majority of entrepreneurs in the Prairies are bilingual. Their comments in the survey indicate that they appreciate receiving service from the FEDO in French. The data collected by the FEDO in British Columbia confirms that most of the entrepreneur-clients served are French-speaking immigrants. Some recipients indicated that the possibility of launching a business has allowed them to integrate more quickly in Canada, as they are improving their English every day as they run their business.
- Offer of personalized services: entrepreneurs appreciate the personalized service offered by the FEDOs. A comfort zone has been established in the transactions with officers: people feel trusted.
- Offer of sustained services: the FEDOs offer a range of services to entrepreneurs, including assistance in preparing business plans, information on laws and regulations concerning businesses, business training, and support accessing private or public capital. The FEDOs constitute a single service window for Francophone entrepreneurs.
- Quality services offered: entrepreneurs say they have received high-quality services that allowed them to create, maintain or improve their business. Many people acknowledged that the FEDO had given them accurate information or key advice at a critical time in the course of their business. This could be information about the market, advice on taxation or information about a municipal by-law, for example. The quality of this type of service is not related to the amount of time required to deliver it.
- Partnerships and work relations established with the Community Futures Development Corporations (CFDCs) and Women's Enterprise Initiative offices: this is a finding derived in particular from comments made by the entrepreneurs who took part in the focus groups. For the most part, these respondents were familiar with these other programs and indicated that the FEDOs had provided them with the information necessary to access their services, as required.

- Networking among Francophones: a powerful element contributing to the impacts obtained is the networking the FEDOs created among Francophone business people, communities, service providers and financial institutions. The impact of this networking is difficult to capture in quantitative terms. During the survey and focus groups, many entrepreneurs mentioned the importance of these meetings, which offered business opportunities. During one interview, a manager said that the FEDO for his province referred 25 to 35 clients to his credit union over the last five years, adding \$5–7 million to the credit union’s sales.

#### **4.3. Conclusions and recommendations regarding data collection and performance reports**

Our mandate required us to conduct an analysis of the data collection methods and performance reports submitted by the FEDOs to WD. WD then uses this information to compile its reports to Canadians.

In this section, we present the conclusions and recommendations regarding data collection and performance reports for the Community Planning, Community Development and Improvement of Business Productivity programs.

##### **4.3.1. Conclusions and recommendations regarding data collection and reporting: Community Planning and Community Development**

#### **Conclusions**

All the FEDOs produce detailed documentation on their work in these two programs. The documentation takes the form of applications for funding addressed to WD or other funders, correspondence and memorandums of understanding with partners who file their own funding applications, reports submitted to the FEDO boards of directors and public reports.

The quantitative dimension is relatively easy to capture. The FEDOs document the names of partners, number of activities implemented, number of projects successfully completed or under way, and so forth.

In terms of objective evidence, the only criticism heard at certain focus groups was from a few people who said that the FEDOs sometimes “take the credit” for projects that are not theirs. The discussions with these people allowed us to understand their points of view. They claim that the FEDOs should report to WD only the projects they initiated and managed, not all the projects in which they participate.

The indicator definitions reflect an important reality: the FEDOs rarely initiate projects by themselves. The majority of the projects mentioned by the focus groups and examined in the documentation review were initiated by local individuals or groups. Once communication is received from the local community, a FEDO officer makes an on-site visit and the process begins.

This is why the indicator definitions read: *number of projects or activities or service improvements in which the FEDO participated or which it facilitated or organized*. In that sense, the indicators measure the sphere of influence of the FEDOs. This is confirmed by the

comments made by certain focus groups to the effect that the FEDO's presence in their file adds to their initiative's credibility, allowing them greater access to expertise and resources. For these people, the FEDO's participation in their project is important. Therefore, the indicator is valid and the FEDOs are reporting the data correctly.

The quality and richness of the documentation related to community planning activities vary from one FEDO to another. In our view, this documentation is produced in Alberta and Manitoba from a mainly commercial perspective, presenting business analyses. In Saskatchewan and British Columbia, the descriptions are prepared mainly from a community perspective, and so are more detailed and elaborate. In all cases, the information is complete and allows one to easily determine the work done by the FEDOs in terms of community development.

Lastly, the conclusions that we are obliged to draw under our mandate may include a comparison of impacts among the four regions. We have noted that the four FEDOs utilize identical community planning approaches. The realities in the field are such that the outcomes achieved will vary from province to province, even if each of the FEDOs has the same base budget.

The study cannot compare community-planning impacts among the four regions for the following reasons:

The majority of the Francophone population in Manitoba is concentrated within a radius of about two hours by road from Winnipeg. As a result, it is easy to reach all the communities, which are concentrated in the bilingual municipalities, with a team located in Winnipeg.

The Francophone population in Saskatchewan is the smallest of the four Western provinces, the most rural and the most dispersed. When the focus groups were held for three days in Saskatchewan in May 2008, we travelled 1,300 kilometres in a rental car to contact 26 persons in three focus groups. In addition, the people in Willow Bunch and Ponteix agreed to travel an hour by road so that the focus group could be held in a central location, Limerick: this avoided the need for us to travel a few hundred additional kilometres. (The focus group in Regina was held in June.) Under these circumstances, it must be understood that an organization with a fixed amount of financial resources will obtain relatively fewer results, since travel and office rental expenses in the regions will demand more resources than in Manitoba, and the population is not as large.

The Francophone population in Alberta is dispersed all over the province. For example, it takes five hours to travel from Edmonton to Falher, and three hours to travel to Bonnyville. As in Saskatchewan, a significant share of the fixed financial resources is used for the travel and relocation of the work teams.

The situation is similar in British Columbia. Comox is four hours and Nelson seven hours by car from Vancouver. For all practical purposes, one has to travel by air, something that substantially increases expenses. The people in these two regions were critical of the fact that the FEDO has no local personnel.

Given these circumstances, the study cannot determine whether a given FEDO is posting better results than another, as the elements of comparison are so different.

## Recommendation

The results obtained through the implementation of these two programs are necessarily qualitative in nature, since they deal with community planning and community development.

The indicators used since 2006 give a good profile of the FEDOs' outputs—number of partnerships established, increased capacity of community organizations, etc.

While useful, these indicators do not give an overview of the quantitative results as noted by the focus groups themselves. The most important of these is the value of capital investments generated in projects that have received major FEDO support and the jobs created as a result.

As examples, we identified three community projects during the focus groups that, on their own, generated total investment of over \$10 million in capital property. In these three cases, the project promoters said that the FEDO's support was the key determinant of success.

Each of these three centres is generating new permanent jobs. The impact of eight or ten permanent jobs created in a small village is very significant. And these projects generate temporary jobs as well. For example, construction of a \$2-million centre can generate 30 jobs over a three-month period.

These are significant quantitative impacts that do not appear in the present reports.

**Recommendation 1: that the FEDOs and WD develop instruments to capture the value of incremental investments, temporary jobs and permanent jobs generated by community capital projects that have received substantial FEDO support.**

To avoid duplication, it would be necessary to clearly differentiate projects set up under these two programs from projects entrepreneurs implement under the Improvement of Business Productivity program.

### **4.3.2. Conclusions and recommendations regarding data collection and reporting: Improvement of Business Productivity and Entrepreneurship program**

The production of this part of the study posed a number of challenges in terms of collection and validation of the data provided to WD by the FEDOs.

We conducted the entrepreneur survey and analyzed the documentation provided by the FEDOs in May and June 2008, as planned.

Next we analyzed the data provided by the FEDOs to WD. We very soon noted some major information discrepancies in certain line items between our observations in the field during the focus groups, the survey results, the FEDO documentation and the results reported to WD.

With the support of WD officers and FEDO senior managers, we worked diligently through July, August, September and October to correct certain data that was clearly wrong, and to better understand the reason for the discrepancies.



Certain data seemed disproportionate to the reality in the field for the years 2003 to 2006. This is not obvious in analyzing the data of each FEDO individually, or in analyzing only the cumulative data for the four FEDOs.

It becomes obvious only after analyzing the data of each FEDO **and** the cumulative total for each line item.

Here are four examples.

The FEDOs provided figures for the line item *Number of businesses receiving assistance with planning, cash flow, market information, etc.* between 2003 and 2006. The cumulative totals reported are 880, 958 and 1,047 for these three years. In principle, these totals do not pose a problem.

It is only after analyzing the data from each FEDO that it becomes clear that these numbers are meaningless.

In 2004–2005, Saskatchewan reported the number 257 under this line item. The same year, Manitoba reported 139.

Anyone with any knowledge of the realities in the field could legitimately question the accuracy of this data, since the Francophone population in Saskatchewan is far smaller than the Francophone population in Manitoba. As a result, this sort of number can affect the credibility of the FEDO in its community.

The fact is, Saskatchewan reported its data properly in conformity with the definition, which is the number of times a service was provided. The same business could be counted 20 times, for example, if 20 interactions were needed to complete a planning process. Manitoba provided only the number of businesses served, not the number of interactions with each business. In the case of Saskatchewan, subsequent discussions with FEDO employees revealed that, on average, they had 10 interactions with each business. Therefore, they would have worked with around 25 businesses during the year. If the figure in this line item reflected the number of businesses, i.e. 25 in Saskatchewan and 139 in Manitoba, it would be correct. If the figure reflected the number of interactions in both cases, i.e. 257 in Saskatchewan and 1,390 in Manitoba (assuming 10 interactions per business), it would be correct.

When the two are combined, the figure becomes meaningless: it does not reflect the impact of the FEDOs and it cannot be used.

Here is the second example: The FEDOs and WD became aware of these problems and changed the system in 2006, creating the line item *Number of clients served*.

The cumulative total reported by the four FEDOs in 2007–2008 is 2,593, broken down as follows among the four provinces:

- Manitoba: 172
- Saskatchewan: 375
- Alberta: 899

- British Columbia: 1,147

To repeat the definition of this line item: *Total number of identifiable clients served during the period covered by the report. Includes people who received a loan, assistance to the self-employed, consulting services and requests for information. Each client is counted only once, regardless of the number of services the client received during the period in question. Anonymous clients are not included, to avoid double counting.*

Once again, we know that Manitoba works with over 172 entrepreneur-clients in one year. Here it is reporting only new clients served. As required under the definition, the other provinces are reporting all the clients who walk through their doors and request some service beyond trivial one-time information, including former clients who are returning and seeking service.

Since the FEDOs do not all use the same methodology, the cumulative total in this line item is also meaningless.

Here is the third example under the item *Requests for information*. We repeat here the definition: *May include requests for “general information” and requests for “core information”:*

**a) General information:** *number of general information services (on the economy, business community, etc.) provided to clients. Includes individuals and businesses, as well as inquiries by telephone, in person, by email or at group sessions (multiply by number of participants). Count only services affecting the FEDO’s main activities (e.g. do not include questions such as “where is town hall,” etc.).*

**b) Core information:** *number of consulting services linked to specific skills that are provided to an entrepreneur or a business on an individual basis. Count each interaction with a client as a single service, regardless of the length of the interaction or number of different individual services provided during the interaction.*

The total reported by the four FEDOs under this line item for 2007–2008 was 15,039 information requests. The breakdown by province is as follows:

- Manitoba: 676
- Saskatchewan: 517
- Alberta: 5,038
- British Columbia: 8,808

Once again, we see that the huge disparity in the results reported indicates a different understanding of the definition of this line item and the cumulative total reported for the four FEDOs. Assuming 220 working days per year, Manitoba would issue 3.07 items of information per day and British Columbia 40.04. Since the FEDOs do not all have the same understanding of this line item, the total cannot be used to demonstrate the impact of the four FEDOs. Incidentally, British Columbia reported the number 0 under the same line item for 2006–2007. Clearly there are major divergences in understanding here.

Here is the fourth example. This is for line item *Investments generated through financial leverage thanks to the business assistance (\$)*. The definition is: *Investments generated through*

*the financial leverage of the FEDO's clients, resulting in loans granted by another financial institution or by the entrepreneur, thanks to the business assistance. Sources may include financial institutions, other governments, other sources (e.g. venture capital), and equity.*

The CDEM in Manitoba and the CDEA in Alberta report these data, but use two different ways of calculating them.

The CDEM reports only incremental investments following consulting services offered to entrepreneurs; therefore, these are loans or grants obtained by entrepreneurs, as well as investments made by the entrepreneurs themselves. This is what is required according to the definition. The total reported is \$36,265,559. Our detailed analyses for this study identified the sum of \$38,939,515. We were unable to determine the cause of this discrepancy. The survey confirms the CDEM's impact in this regard. A total of 51 of the 58 respondents confirmed that they had obtained public or private financing thanks to the CDEM's assistance.

The CDEA reports all financial leverage from all sources, including fixed assets of community projects obtained as a result of its intervention. For example, it reports the amount of \$8,867,913 for 2006–2007. This includes the share of capital grants of a community centre obtained as a result of the organization's intervention, revenues from trade fairs, and other leverage.

We also noted that two FEDOs, the CCS in Saskatchewan and the SDECB in British Columbia, do not report incremental investments resulting from their work. They do not ask this question of the entrepreneurs receiving their services. We confirmed that one officer in Saskatchewan generated leverage of \$12,254,529, as defined under this line item, over the five years examined. Eleven survey respondents in Saskatchewan, representing 44% of the total number of survey respondents in the province, provided the financial leverage generated by the CCS. In more than one case, the amount was in excess of \$100,000. These are major impacts that are not captured by the organization and are therefore under-reported.

Once again, adding the data provided under this line item gives a cumulative figure that is meaningless and does not demonstrate the real impact of the Western FEDOs.

Notwithstanding the problems with these line items, the impact study concludes that the data reported on the number of businesses created or improved are valid. The total reported by the four FEDOs for the five years is 716. We saw the names of 649 businesses that received services over the last five years. These names did not constitute the entire FEDO data bank, but they made up the core of the data bank for carrying out the survey. All the respondents completing the survey confirmed that they had, in fact, received a service from the FEDO.

The impact study also concludes that the data reported concerning the number of jobs created or improved are valid as well. The total reported for the period of 2003 to 2008 is 1,610, broken down as follows among the provinces:

- Manitoba: 940
- Saskatchewan: 127
- Alberta: 140
- British Columbia: 403

The result for Manitoba, which created a simple template that allows for the collection of reliable data, makes up 58% of this total. We saw the names of the businesses that created or maintained these jobs. The survey reached exactly 20% of all businesses that received assistance; these entrepreneurs report an increase of 203 jobs. Assuming that the survey results can be extrapolated to all the businesses receiving assistance, the total number of jobs created would be 1,015 (203 x 5). Manitoba reports 940, which is a close approximation. The analysis of the CDEM data bank confirmed the creation or improvement of 1,028 jobs.

Saskatchewan has not yet developed a complete data collection template that is used by all officers in the same way. The CCS reports 127 jobs created or improved over the five years. In Saskatchewan, the entrepreneurs who answered the survey indicated that the number of employees changed from 22 prior to applying for FEDO assistance to 103 afterward, an increase of 81 jobs. In total, 40% of all the businesses that received CCS assistance were contacted during the survey. If the number reported can be extrapolated to all people receiving service, the total would be 203. The officer who keeps this data for his clients provided us with a database presenting the number of jobs created or maintained as a result of the work done. We saw 114 full-time jobs and 61 part-time jobs. We were able to validate some of these data during the survey with those entrepreneurs who agreed to take part in the interview. The study concludes that the total reported by Saskatchewan for the five years is valid. Since the CCS has not developed a rigorous methodology for this and the other officers did not report any numbers, it is reasonable to think that this total is probably under-reported.

Alberta reports 140 jobs created, maintained or improved over the five years. Sixty-six percent (66%) of this total (93 jobs) is reported for the years 2006 to 2008 only, after the CDEA introduced a new and more accurate method of data collection. For the previous years, the figures reported were 15, 25 and 7. The survey indicates that the number of employees in Alberta rose from 90 before applying to the CDEA for service to 114 after applying for service. That represents an increase of 14 jobs. In all, 40% of all the businesses served by the CDEA participated in the survey. If we extrapolate this figure to the total, the result would be 35 jobs—less than half the total reported to WD. On the other hand, Alberta was the only province in which entrepreneurs indicated that 100% of the increase in jobs was due to the assistance received from the FEDO. Also, 90% of the entrepreneurs who answered the question said that the CDEA helped to increase their sales. This is the highest rate of the four provinces. Half of these respondents said that the increase was 11% or more. Fifty-seven percent (57%) of all respondents said that the CDEA helped them increase their business' payroll. In recent years, Alberta has experienced technical difficulties and staff turnover. The entrepreneur lists had to be recompiled for the purposes of this survey. For the five years concerned, we received 89 names from Alberta for the survey, only 15 of them from the south of the province. Neither the documentation provided nor the survey results allow us to confirm the total reported by Alberta. We can confirm about 40 of the total jobs reported.

British Columbia reports 403 jobs created, maintained or improved during the five years. The SDECB created a network of Francophone female entrepreneurs in 2003. The documentation concerning this network's activities is complete and specific. We have reviewed the activities carried out with this network. In all, 116 Francophone women entrepreneurs created, maintained or improved 226 jobs between 2003 and 2008. Female entrepreneurs made up 44% of the total entrepreneurs we called upon for the purposes of the survey. These figures in themselves indicate that the total jobs for the entire SDECB could be around 500. The total reported by

British Columbia seems reasonable to us, even though the documentation is less specific for the categories of entrepreneurs other than women.

The objective evidence represented by the survey and analysis of the documentation provided serves to conclude that the totals for number of jobs created, maintained or improved are correctly reported in Manitoba, probably under-reported in Saskatchewan and probably correctly reported in British Columbia. The study can make no judgment on Alberta in this regard.

To summarize, the study can confirm 93% of the reported total jobs maintained, created or improved, i.e. about 1,500 jobs out of the total of 1,610 reported.

The impact study concludes that the totals reported by the Department demonstrating the cumulative effects of the four FEDOs in the Improvement of Productivity program are not sufficiently reliable. The totals for certain line items are meaningless because the FEDOs report the data differently. The totals for value of incremental investments are under-reported because two FEDOs do not capture the information and one FEDO captures it incorrectly. Only the totals for number of businesses and number of jobs created, maintained or improved are properly reported.

Certainly these are the two most important items of line data. As a whole, the data collection method used by the FEDOs for business productivity affects the credibility of the results reported by each FEDO and the total results of the four FEDOs reported by WD to Canadians.

This is even more serious because the four FEDOs are obtaining good results, as confirmed by the objective evidence.

This is not a matter of human error, but of gaps in the system. For the entirety of the present template, a cross-analysis must be done of the content of some 950 different totals for a period of five years. For the purposes of this impact study, we analyzed 125 of these. It is important to note that the discrepancies in the reports are noticeable only if a person analyzes the each province's data **and** the cumulative total for each of the line items.

However, no one in the system conducts this type of cross-analysis.

The FEDOs' senior managers analyze their own totals and the cumulative total, but do not analyze the data of their counterparts in any detail. As for WD, each officer analyzes the data from the FEDO of his/her province, and the employees at the central office add the totals per province to obtain the cumulative total. The provincial officers do not have the tools to analyze data from the FEDOs in the other provinces, and the central office does not have the tools to break down each provincial total in each line item and check that each FEDO is following the common definitions.

Three difficulties were noted with respect to the FEDOs:

- The data collection tools used by the four FEDOs are not the same; sometimes the tools used by officers at a single FEDO are not the same. It stands to reason that the data reported will not be exact if each FEDO uses a different tool than its counterparts.
- There is no common understanding of definitions among the four FEDOs.

- The methodology used to monitor entrepreneurs to determine the value of incremental investments and number of jobs created, maintained or improved is not the same among the four FEDOs.

The following difficulties were noted with respect to WD:

- The WD officer responsible for a FEDO reviews the data submitted on a quarterly basis and approves it; then that officer's manager approves it and it is entered into WD's system. The WD officer does not have the means to cross-check the data submitted by the FEDO; the officer's approval of the data, and the approval of the officer's manager, are an expression of confidence in the figure submitted by the FEDO and not an authentication of that figure.
- The computer system used by WD is subject to electronic glitches. For example, the Manitoba data for 2006–2007 indicated 0 jobs created thanks to assistance to businesses. The CDEM reported a total of 225 jobs and the WD officer entered that information correctly in the system. All the same, the cumulative table to this day still indicates 0. (We recorded the correct figure for the purposes of this report.)

We conclude that it is not the FEDOs' performance that should be the subject of a recommendation further to this impact study, but rather the methodology for collecting data from the FEDOs, WD's methodology for authenticating data and the WD computer system used to compile FEDO performance reports.

Further to these analyses, we propose the following recommendation:

**Recommendation 2: that WD and the FEDOs develop and implement a completely new approach for assembling relevant data and reporting outputs and outcomes achieved in the Improvement of Business Productivity and Entrepreneurship program.**

This recommendation has five major effects:

1. We closely examined the outputs and outcomes of the four FEDOs. We find that even though the situations in each Francophone community vary from one province to another, the FEDOs' work methods and approaches are very similar. This similarity has made it possible to implement collective projects such as the Western Tourism Corridor and the young entrepreneurs' camp in Saskatchewan.

The impact study concludes that only one data collection instrument should be used by the four FEDOs. This instrument would provide all FEDO employees with the same tool to report to their line managers and senior management. This tool must make it possible to determine, among other things, the number of jobs created, maintained or improved and the values of incremental investments generated following the assistance received from a FEDO. Senior management would use this data in its subsequent reports to its boards of directors and communities.

The four FEDOs should use a common format, all the components of which are understood in the same way, to prepare their performance reports for WD. For a certain period of time, the senior managers of each FEDO should review the quantitative reports submitted by their

counterparts so as to be able to identify and correct disparities caused by differing interpretation of line items.

2. The FEDOs should ask each entrepreneur-client they serve to sign a form that authorizes a third party to subsequently communicate with that entrepreneur for evaluation purposes.
3. WD must identify methods of cross-checking the data submitted by FEDOs, while respecting the anonymity of entrepreneurs. This task could be performed by a third party, for example, or WD might order an impact study every three years. At a minimum, WD officers should verify the data collection instruments used by the FEDOs and the data collection processes to ensure that all the parties are using the same definitions under the same line items and that the data collected is reliable. This assumes that all WD officers have the same understanding of the definitions for each line item.
4. The impact study conducted a detailed analysis of 18 line items in the WD databank. The data bank, upgraded in 2006, contains a total of 36 line items. The question that arises is this: what value is added by collecting information for that many items? The analyses that will be conducted as follow-up to this impact study will be able to identify the line items that are essential for measuring progress in connection with the program indicators.
5. The September 2004 evaluation made the following observation with regard to the performance reports: *“The accuracy of the quarterly reports is questionable, as results appear inconsistent from one FEDO to another. FEDOs feel that the reports only partly reflect their success. There is a desire to work with WD to improve the reporting format.”*

The impact study finds that progress has been made in this regard, particularly with the clarification given to the definitions in 2006. Those efforts notwithstanding, however, it is clear that the FEDOs and WD will have to invest the necessary funds to ensure that WD and FEDO staff are trained in using the data collection tool and in preparing performance reports.

#### 4.4. Annex 1: Protocol for the focus groups

##### **Focus groups—Impact study—Francophone Economic Development Organizations Final version: May 1, 2008**

##### **Context**

The Department of Western Economic Diversification Canada (WD) is one of the main funders of the Francophone Economic Development Organizations (FEDOs). WD is presently evaluating the FEDOs' impact on their Francophone clients and communities.

One important element of this evaluation is focus groups held to examine the nature and impact of the collective/community work done by the FEDOs. The focus groups will include, for example, representatives from communities, organizations or municipalities that have received FEDO support under the Community Development program. The firm Ronald Bisson and Associates has been retained by WD to organize the focus groups in different parts of the province.

##### **Process**

Opening remarks and introductions:

To open the discussion, I want to talk about the activities held in your community by your province's Francophone Economic Development Organization, i.e. the (CDEM / CCS / CDEA / SDECB).

1. Describe the economic situation in your community before the organization began working there.
2. What have been the main activities the organization has conducted in your community?
3. How has the organization gone about working in your community (creation of committees, work with the municipality, work with agencies, etc.)?
4. How has the organization's work impacted your community? You can talk about various things: number of jobs, population migration, etc.

Now I want to talk about your community's economic development planning capacity.

5. Can you tell me whether your community's local economic development planning capacity has been improved? You can give concrete examples of the planning of projects or activities, the number of times the community has been invited to take part in planning activities, or the number of partnerships created.

Now I want to talk about the future, and more specifically, about the community's long-term viability and local economic diversification.



6. Can you tell me whether local organizations are better equipped to do their work now? Have the services or facilities available to the community improved? Have more people been trained?
7. How do you see the economic future of your community?
8. Generally speaking, how satisfied are you with the services provided by the organization and their impact on the communities? Do you have any suggestions for achieving better results?

In conclusion, what are your views about other activities conducted by the organization? We would like your opinions only if you are familiar with these services, since they are not offered the same way everywhere throughout the West.

9. Support to businesses and entrepreneurs: is the organization having an impact on the number of jobs created or the number of businesses created, maintained or expanded in your region?
10. Access to capital: is the organization having an impact on businesses and entrepreneurs by facilitating access to financing?

#### 4.5. Annex 2: The entrepreneur survey questionnaire

##### Message left on voice mail:

This message is for *(name the respondent)*. My name is *(Ronald Bisson / Matthieu Brennan / Patricia Brennan)* from the firm Ronald Bisson and Associates.

I am calling because you are apparently a client of *(name the FEDO)*, which has given us your name. Could you call me back at *(phone number)* to schedule a 10-minute telephone interview? We are doing an evaluation of the impact of *(name the FEDO)* for the Western Economic Diversification Canada.

If your call goes to my voice mail, could you please leave a message indicating when would be the best time to call you back for the telephone interview?

I look forward to speaking with you shortly.

##### Opening:

My name is *(name of person conducting the interview)* from the firm Ronald Bisson and Associates.

I am calling because you are supposedly a client of *(name the FEDO)*, which has given us your name. I would first like to check one thing: *(name the organization)* was supposed to contact you to tell you that our firm would be calling. Did that in fact happen?

Yes – are you available at the moment for an interview of about 15 minutes, or would you like to schedule another time that is more convenient?

No – Would you like to take part in an interview that will take about 15 minutes?

Yes - continue;

No – Could I call you back later (on what date) or do you not wish to take part in the survey at all?

The Department of Western Economic Diversification Canada (WD) is one of the main funders of the Francophone Economic Development Organizations (FEDOs).

In your case, your organization is: (*choose one*)

- Manitoba: Conseil de développement économique des municipalités bilingues du Manitoba (CDEM)
- Saskatchewan: Conseil de la coopération de la Saskatchewan (CCS)
- Alberta: Conseil de développement économique de l'Alberta (formerly the Chambre économique)
- British Columbia: Société de développement économique de la Colombie-Britannique (SDECB)

WD is currently evaluating the FEDOs in terms of their impact on their Francophone clients and communities.

One important element of this evaluation are interviews held to examine the nature and impact of the work done with businesses and entrepreneurs who have received support from the (*name the organization*).

Ronald Bisson and Associates has been retained by WD to conduct these interviews.

Do you have any questions about what I have just said?

The interview will take no more than 15 minutes. We have about 10 questions to ask you.

I'd like to tell you about the rules our firm has to follow. Everything you tell us will be strictly confidential: your name and your personal responses will never be disclosed. Our final report will present an analysis using all the responses from nearly 200 interviews held in Western Canada.

Do you have any questions?

Can you give me your postal code please?

## The questions

1. I want to ask about the type of service you have received from (*name the organization*) and your satisfaction with that service. I am going to name a few services for you. Say yes or no to indicate whether you have used the service. If you say yes, tell me how satisfied you were with that service, on a scale from 1 to 5, where 1 = very dissatisfied and 5 = very satisfied.

- 1.1 Training: Yes / no (Satisfaction 1 to 5)
- 1.2 Assistance developing a business plan: Yes / No (Satisfaction 1 to 5)
- 1.3 Information about government regulations: Yes / No (Satisfaction 1 to 5)
- 1.4 Market information: Yes / No (Satisfaction 1 to 5)
- 1.5 Access to labour: Yes / No (Satisfaction 1 to 5)
- 1.6 Access to private capital (e.g. support applying for a bank loan): Yes / No

If No, move on to question 2

If Yes: Satisfaction 1 to 5

If Yes: Can you give me an idea of the private financing you have obtained thanks to the support of (*name the organization*), whether in the form of a loan or private investment, including your own investment of capital?

- 1.6.1 Under \$10,000
- 1.6.2 \$10,001 to \$20,000
- 1.6.3 \$20,001 to \$30,000
- 1.6.4 \$30,001 to \$40,000
- 1.6.5 \$40,001 to \$50 000
- 1.6.6 \$50,001 to \$100,000
- 1.6.7 \$100,001 or over

1.7 Access to public capital (e.g. support applying for a municipal, provincial or federal grant or contribution) Yes / No

If No, move to question 2

If Yes: Satisfaction 1 to 5

If Yes: Can you give me an idea of the public financing you have obtained thanks to the support of (*name the organization*)?

- 1.7.1 Under \$10,000
- 1.7.2 \$10,001 to \$20,000
- 1.7.3 \$20,001 to \$30,000
- 1.7.4 \$30,001 to \$40,000
- 1.7.5 \$40,001 to \$50 000
- 1.7.6 \$50,001 to \$100,000
- 1.7.7 \$100,001 or over

2. What year did your business first receive service from (*name the organization*)?

3. Was your business already established when you received this service? Yes / No

If No – continue with section A – New business

If Yes – continue with section B – Existing business (already established)

### SECTION A: NEW BUSINESSES

4. Did the service provided by (*name the organization*) help to start up your business? Yes / No

If Yes:

4.1. How useful was this service in starting up your business, on a scale from 1 to 5, where 1 is no use at all and 5 is very useful.

5. On a scale from 1 to 5, where 1 is impossible and 5 is very possible, would you have been able to start up your business without the support or service provided by (*name the organization*)?

6. How many employees does your business have today? NUMBER (including full-time, part-time, contract)

6.1. Did the service you received from (*name the organization*) help increase the number of jobs in your business? Yes / No

6.2. If yes, how many employees did your business have before (*name the organization*) provided you a service? (Note: this will generally be 0 for a new business.)

7. Can you tell me the approximate amount your business pays in salaries, including your own salary: NUMBER IN DOLLARS (including full-time, part-time, contract)

8. Can you tell me the NUMBER of employees you have in the following categories? Each category corresponds to a tax bracket.

8.1. Under \$31,500

8.2. \$31,501 to \$36,000

8.3. \$36,001 to \$65,000

8.4. \$65,001 to \$100,000

8.5. \$100,001 or over

9. Can you tell me if the service provided by (*name the organization*) helped to increase the total you pay in salaries? Yes / No

9.1. If yes, can you give me an estimate of the percentage increase since your business was created in (*response to QUESTION 2*)?

9.1.1. Under 10%

9.1.2. 11% to 20%

- 9.1.3. 21% to 30%
- 9.1.4. 30% or more

10. Can you tell me your total approximate sales for your last fiscal year (gross, before expenses and deductions)?

- 10.1. Under \$31,500
- 10.2. \$31,501 to \$36,000
- 10.3. \$36,001 to \$65,000
- 10.4. \$65,001 to \$100,000
- 10.5. \$100,001 or more

11. Did the service provided by (*name the organization*) help to increase your sales? Yes / No

11.1. If yes, can you give me an idea of the percentage increase since the start-up of the business in (*response to QUESTION 2*)?

- 11.1.1. Under 10%
- 11.1.2. 11% to 20%
- 11.1.3. 21% to 30%
- 11.1.4. 30% or more

12. To conclude this interview, do you have any comments you would like to share?

I'd like to reread what I have written. Please correct me if required and make any additions you would like.

Thank you for taking part in the survey. Your contribution is very much appreciated.

## **SECTION B: EXISTING BUSINESSES**

13. Did the service provided by (*name the organization*) help to maintain and/or improve business? Yes / No

13.1. If yes, on the following scale, how useful was this service in maintaining and/or expanding your business: 1 = no use at all; 5 = very useful.

13.2. On a scale from 1 to 5 (1= impossible; 5= very possible), could you have maintained and/or expanded your business without the support/service provided by the organization?

14. How many employees does your business have today? NUMBER

14.1. Did the service received from (*name the organization*) help increase the number of jobs in your business? Yes / No

14.2. If yes, how many employees did you have in this business before (*name the organization*) provided you a service?

15. Can you tell me the approximate amount your business pays in salaries, including your own salary: NUMBER IN DOLLARS

16. Can you tell me the NUMBER of employees you have in the following categories? Each category corresponds to a tax bracket.

- 16.1. Under \$31,500
- 16.2. \$31,501 to \$36,000
- 16.3. \$36,001 to \$65,000
- 16.4. \$65,001 to \$100,000
- 16.5. \$100,001 or over

17. Can you tell me if the service provided by (*name the organization*) helped increase the total you pay in salaries? Yes / No

17.1. If yes, can you give me an estimate of the percentage increase since your business was created in (*response to QUESTION 2*)?

- 17.1.1. Under 10%
- 17.1.2. 11% to 20%
- 17.1.3. 21% to 30%
- 17.1.4. 30% or more

18. Can you tell me your total approximate sales for your last fiscal year (gross, before expenses and deductions)?

- 18.1. Under \$31,500
- 18.2. \$31,501 to \$36,000
- 18.3. \$36,001 to \$65,000
- 18.4. \$65,001 to \$100,000
- 18.5. \$100,001 or more

19. Did the service provided by (*name the organization*) help increase your sales? Yes / No

19.1. If yes, can you give me an idea of the percentage increase since your business received the service in (*response to QUESTION 2*)?

- 19.1.1. Under 10%
- 19.1.2. 11% to 20%
- 19.1.3. 21% to 30%
- 19.1.4. 30% or more

20. To conclude this interview, do you have any comments you would like to share?

I'd like to reread what I have written. Please correct me if required and make any additions you would like.

Thank you for taking part in the survey. Your contribution is very much appreciated.

## 5. Manitoba – Conseil de développement économique des municipalités bilingues du Manitoba (CDEM)

### 5.1. Brief description of the CDEM

The CDEM was created in 1996 by the Manitoba Bilingual Municipalities Association (MBMA) to facilitate and ensure economic planning for the association of bilingual municipalities of Manitoba. In its role, the CDEM engages in the development of policies and programs that benefit bilingual municipalities, and in the organization, support and encouragement of economic development in those jurisdictions.

Since its creation over 10 years ago, the CDEM has assisted the 16 bilingual municipalities<sup>3</sup> of Manitoba to organize into 13 community development corporations (CDCs), each of which is headed by a community development officer who works closely with his or her respective municipal council. In addition, each of the 16 municipal councils appoints a community representative to the CDEM's board of directors, in collaboration with the MBMA.

### 5.2. Impacts of the Community Planning and Community Development programs

The Community Planning and Community Development programs are treated together in this research project because of their linkages.

#### 5.2.1. The documentation

##### 5.2.1.1. WD data bank

The WD data bank reveals the following information reported by the CDEM. The data in these categories is not available for previous years.

CDEM	2006–2007 and 2007–2008
Number of activities contributing leadership or expertise	56
Number of cases in which community participation was facilitated	36
Number of partnerships created or maintained	45
Number of cases in which community stability was improved	24
Number of cases in which the capacity of community organizations was strengthened	23
Number of community services or facilities improved	18

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3. De Salaberry, Ellice, La Broquerie, Lorette, Montcalm, Notre-Dame-de-Lourdes, Ritchot, Sainte-Anne, Saint-Claude, Saint-Georges, Saint-Laurent, Saint-Lazare, Saint-Léon, Saint-Pierre, Somerset, Winnipeg

## **CDEM documentation**

We reviewed the CDEM's main documentation, including annual reports and various activity reports produced between 2003 and 2008. In addition, the CDEM has prepared a summary document that presents its accomplishments for the years 2004–2005, 2005–2006 and 2006–2007 in detail.

## ***Support services***

The community economic development sector encompasses all the support activities necessary for the delivery of projects in rural and urban communities. For the CDEM, stimulating economic development consists of encouraging the emergence of economic development projects, focusing on the each municipality's strengths, seeking out or creating situations conducive to promoting entrepreneurial culture, and setting up projects that make the bilingual municipalities good places to live and invest.

The advisors in the community economic development sector provide core support such as formulation of business plans, essential advice on business financing, and training programs adapted to the needs of the clientele. As the reputation of the CDEM spreads, the organization receives more and more service requests from the Francophones and Anglophones who live in the 16 bilingual municipalities.

The CDEM operates in a community that is constantly evolving, and it aims to respond to a growing demand. Here are a few examples of some major concerns being addressed by the community:

- The province of Manitoba and the SFM are promoting the arrival of French-speaking immigrant entrepreneurs. The province intends to welcome some 700 Francophone immigrants each year, in all the immigration classes.
- There is an increase in applications from young entrepreneurs thanks to presentations and sound promotion of the Place aux Jeunes/Make Way for Youth program, etc. to young people at the Collège universitaire de Saint-Boniface.
- Requests for expert opinions have doubled because of housing and health centre projects, as well as alternative energy projects in Francophone communities.

## ***Financing of community projects***

Through the Partnership Agreements program, the CDEM has established contribution agreements with WD and the province to offer financing for promising community projects in accordance with pre-determined criteria. This financing is dispensed by the CDEM to projects under the various targeted components.

From 2004 to 2007, 27 community projects received total funding of \$2,945,586 based on these contribution agreements. Investments by sector for the year 2006–2007 are presented in the following table:



<b>Sector</b>	<b>2004–2005 (\$)</b>	<b>2005–2006 (\$)</b>	<b>2006–2007 (\$)</b>
International			254,268.78
CED			53,334.00
Tourism			147,089.58
Youth			41,943.00
Communications			274,223.83
CDC			20,602.00
CCM-IDC			15,750.00
Knowledge-based Economy			149,794.00
Branding			193,420.00
<b>Annual Total (\$)</b>	<b>869,395</b>	<b>925,766</b>	<b>1,150,425.19</b>

Note: The CDEM began recording funding by sector in 2006–2007.

Here are a few examples of projects that have benefited from this funding:

- a health centre;
- a farm-products processing plant;
- a windmill project;
- businesses providing high-speed Internet services;
- bilingual service centres in three regions;
- support for festivals;
- support for the establishment of day care centres.

This agreement expired in March 2008 and has not yet been renewed.

We also reviewed the principal community projects supported by the CDEM between 2004 and 2007. The projects are classified in three categories:

- Emerging—feasibility studies, business plans, search for funding
- In development—project implementation
- Maintenance—evaluation and support, as required

We identified 49 separate projects in the following fields of activity:

- residential development;
- tourism development;
- local institutions, such as museums and health centres;
- development of local services, such as campgrounds and recreation parks.

**Green economic projects**

From 2004 to 2007, the CDEM was involved in the feasibility studies and business plan development of various “green” projects. Some of these projects are still in planning, others have been launched, and some are already in expansion mode. We were able to identify four major projects of this type in four villages.

**Branding**

In 2005, the CDEM launched a branding campaign, *C'est si bon! Ensemble – Together*, a tool to promote bilingual municipalities that underscores the added value of bilingualism. Through this campaign, it aims to demonstrate the value of the French heritage, the richness of linguistic duality and the strength of the exchanges between Francophone and Anglophone communities.

The CDEM has invested \$20,000 in each municipality from its donors to establish the brand, and each municipality has contributed an equivalent or greater amount, with contributions from institutions, organizations and local SMEs. Between 2005 and 2007, *C'est si bon! Ensemble – Together* was introduced in nine of the 16 member municipalities; its introduction in the other municipalities will be complete by 2009. By advertising themselves under a common brand, the communities highlight the presence of bilingualism in Manitoba. They show how linguistic duality yields appreciable advantages and added value that contributes to the growth and development of Manitoba.

In 2005–2006, the CDEM was awarded a prize for this branding campaign from the Economic Development Association of Canada (EDAC) for its marketing initiatives. While it is too early to do a summative evaluation of this project, a number of impacts have already been noted by the CDEM, including:

- A cohesion and strengthening of the network of bilingual municipalities in launching a common project;
- An increase in bilingual signage and the sense of membership to one identity;
- Projects to beautify the bilingual municipalities, with signage, panels, banners and an infusion of colour;
- Launching of longer-term planning projects in certain municipalities.

**Evolution of building permits in bilingual municipalities**

The population of rural bilingual communities in Manitoba had been in decline for many years. The rural exodus is a nation-wide phenomenon. One of the objectives of community development is to curb this decline and contribute to the growth of the population in rural communities.

The MBMA data show a reversal of this trend for all of the MBMA municipalities for the last three censuses: 1996, 2001 and 2006.

As shown in the next table, the population of all of the bilingual municipalities rose by 6.7% between 1996 and 2001, and by 5.2% between 2001 and 2006.<sup>4</sup>

#### Total population in bilingual municipalities, 1996 to 2006

Year	Population	Increase (%)
1996	29,909	n/a
2001	31,908	6.7
2006	33,564	5.2

The following table summarizes the number and value of building permits issued by the bilingual municipalities between 2004 and 2007, both commercial/industrial and residential, according to the municipal data accessible to the CDCs. Although the information is not exhaustive, in the CDEM's opinion, it clearly reflects the impact of community economic development in the communities. The empty boxes indicate that data were not available.

Municipality / Community	2004–2005		2005–2006		2006–2007	
	# of permits	Value \$	# of permits	Value \$	# of permits	Value \$
Village of St. Pierre-Jolys	33		24		35	
Taché R.M.	145		139		156	
Montcalm R.M.	36	1,468,500	25	1,010,600	17	936,800
Village of St. Laurent	38					
Ritchot R.M.	76	6,157,935	104	11,611,000	110	11,680,550
Village of Notre-Dame-de-Lourdes			8	530,800	18	1,458,700
Village of Somerset					10	167,500
Village of St. Léon					4	171,000
La Broquerie R.M.	122	11,565,470	120	9,882,705	135	10,107,730
Salaberry R.M.	105	5,594,268	85	7,087,923		
<b>TOTAL*</b>	433	24,786,173	507	30,123,028	470	24,522,280

This increase in permits is not due to the CDEM's actions alone, but those actions played a part in the increase.

4. Note that the number of municipalities included in the 2007 analyses is higher than in 2004, and this somewhat distorts the results. In fact, as reported in a 2004 CDEM study, population growth in the CDEM member municipalities between 1996 and 2001 was 8.47%.

### 5.2.2. The focus groups

We held four focus groups in Manitoba in the following communities:

- St. Pierre-Jolys
- Ste. Agathe
- Notre-Dame-de-Lourdes
- St. Boniface

A total of 23 people participated, including 11 entrepreneurs, 3 municipal officials and 9 representatives from organizations involved in economic development.

The purpose of the focus groups was, among other things, to validate the data contained in the WD data bank and the results described in the documentation.

The participants in the focus groups mentioned the following impacts in connection with the CDEM's projects:

- The “Vision” plans were implemented in all the communities. Most of the projects concerned were carried out, fostering a “Yes we can” culture in the communities.
- The CDEM contributed to a change in attitudes: the sense of optimism is very strong.
- The communities are supportive of major common projects, and each accomplishment encourages pursuit of the next project on the list of priorities.
- Major economic development is noted as a result of the CDEM's activities: new professionals are settling in the villages, building construction is increasing, and young families are staying in the regions.
- There is an economic impact on seniors: 55+ housing units constructed, turnover of housing stock in the villages, businesses sold and bought back, investments in businesses.
- Noteworthy growth of economic activity and development of bilingual assets.
- Activity in tourism, tourist networks and development of international markets is growing.
- High-calibre activity in St. Boniface: work with the municipality on the master plan and secondary plans, ‘design guidelines’ for neighbourhood identity, investments of \$50M thanks to the efforts of CDC-Riel, collaboration with two community improvement areas.
- Relations with the neighbouring Anglophone communities have improved and dialogue on regional cooperation is starting up.
- Community planning capacity is very good; it has been transformed over the last 10 years and the communities are taking control of their own economic development.

The focus groups mention the following approaches used by the CDEM:

- Support in technical resources and specialized resources.
- Support in the implementation of the Vision exercises and community consultations.
- Support for the execution of feasibility and marketing studies, business plans, and applications to lenders.
- Launch of the branding campaign “C’est si bon, Ensemble – Together.”
- Maintaining of public and political relations: support for project launches (media, politicians, etc.), opening up of opportunities at the provincial and federal levels.

- The CDEM is working closely with the municipalities.
- The CDEM is directly involved in the local CDCs and a relationship of trust is being established.
- Participation of young people (aged 25–40) is on the rise.
- A good view is taken of the transfer of the “immigration file” to the ANIM.

The level of satisfaction with the CDEM’s work is very high in the four focus groups.

The firm’s main findings in the wake of the focus groups are:

- With the CDCs, the CDEM is responsible for a fundamental change in the communities.
- The CDEM opens doors, mobilizes the necessary players, and allows a place for local leaders.
- The CDEM plays a key role in the reception and integration of Francophone economic immigrants and with young urban entrepreneurs; then the CDC takes over.
- The CDEM has returned to its original mission, i.e. to support entrepreneurs in rural communities; the focus groups very much approved of this return to sources since the founding of the ANIM.
- The investment fund and relations with commercial lenders allow entrepreneurs access to substantial funding.

The following findings with respect to community planning and community development are based on analysis of the documentation and the results of the focus groups:

- The CDEM plays an important direct support role in smaller communities.
- The Vision model is very important in Manitoba: it allows people to dream, articulate a plan and then realize their dream. The impact of a “dream made true” on the sense of optimism is palpable in the communities.
- The CDC plays a solid role in St. Boniface and is recognized for its professionalism. It is a key interlocutor for the city of Winnipeg, development players and local businesses. The development horizon is intermediate-term (5–10 years), with the short term still being supported with the entrepreneurs. The partnership with the CDEM is natural and flexible.
- The partnership with the municipalities permits the mobilization of considerable provincial and federal resources. Francophones have a better appreciation of how important this level of government is to them.

### **5.3. Impacts of the Improvement of Business Productivity and Entrepreneurship program**

This program is designed to improve the productivity of businesses.

#### **5.3.1. Documentation**

##### **5.3.1.1. WD data bank**

The following table provided by WD presents the relevant data under *Improvement of Business Productivity*, as reported by the CDEM.

According to the data submitted by the CDEM to WD, the highlights are as follows:

- The CDEM received 369 entrepreneur-clients in 2006–2007 and 2007-2008;
- The CDEM offered assistance to 510 entrepreneurs between 2003–2004 and 2005–2006.
- The CDEM responded to 2,262 requests for information from entrepreneurs between April 1, 2003 and March 31, 2008.
- The CDEM helped to maintain, create or improve 286 businesses between 2003 and 2008.
- The CDEM helped to maintain, create or improve 715 jobs between 2003 and 2008.
- The CDEM created financial leverage of \$36,265,559 between 2003 and 2008. (See the case study below.)
- The CDEM trained 1,368 entrepreneur-clients between 2003 and 2008.
- The CDEM offered 92 workshops and training sessions between 2003 and 2008.

<b>MANITOBA</b>	2003–04	2004–05	2005–06	2006–07	2007–08	<b>5-year total</b>
<b>Improvement in Business Productivity</b>						
Number of clients served	N/A	N/A	N/A	197	172	<b>369</b>
Number of requests for core information services for businesses/ <i>Number of requests for information</i>	320	342	224	700	676	<b>2,262</b>
Number of businesses that received assistance with planning, cash flow, market information, etc.	250	139	121	N/A	N/A	<b>510</b>
Number of interactions regarding business plans	N/A	N/A	N/A	58	66	<b>124</b>
Number of businesses created/expanded / <i>Number of businesses created, maintained or expanded</i>	56	36	50	68	76	<b>286</b>
Number of jobs created/maintained / <i>or improved thanks to assistance to businesses</i>	196	109	187	225	223	<b>940</b>
Value of incremental investments / <i>Amount in dollars generated by leverage thanks to assistance to businesses</i>	4,285,429	4,145,749	6,925,225	10,936,419	9,972,737	<b>36,265,559</b>
Number of clients trained (entrepreneurship, exporting, management and marketing)	288	280	315	246	239	<b>1,368</b>
Number of seminars and workshops/ <i>Number of training sessions held</i>	16	10	30	16	20	<b>92</b>

### 5.3.1.2. CDEM documentation

#### **Services**

New entrepreneurs in bilingual municipalities can benefit from consultants' services and innovative training programs offered by the CDEM. Entrepreneurs are offered a broad range of services. The data in the following table shows the demand and need for these support services for small- and medium-sized enterprises (SMEs). We see that requests for services and information more than doubled between 2004 and 2007.

<b>BUSINESS SERVICES</b>	2004–2005	2005–2006	2006–2007
<b>Information services</b>			
Number of requests for core information services for businesses	342	224	689
Number website visits/queries	18,046	18,760	18,042
Number of clients directed to other organizations	42	17	29
<b>Technical and business consulting services</b>			
Number of businesses receiving assistance with planning, expansion, etc.	139	121	197
Number of business plans completed	39	41	58
Number of businesses created/expanded	36	53	68
Number of jobs created/maintained	170	236	228
<b>Training and skills acquisition</b>			
Number of clients who received training in entrepreneurship	84	117	98
Number of clients who received training in management	84	117	50
Number of clients who received training in marketing	102	81	98
Number of seminars and workshops	13	30	16



### 5.3.2. Results of entrepreneur research—Manitoba

The following table presents the number of Manitoba respondents who took part in the survey conducted in May and June 2008. These are people who received a service from the CDEM in the last five years. More specifically, the CDEM provided us with the names of 100 entrepreneurs who received assistance in preparing their business plan. Selection was random.

<b>MAY–JUNE 2008</b>	<b>MB</b>
NUMBER OF NAMES SUBMITTED	100
NUMBER OF PEOPLE PHONED	100
NUMBER OUT OF SERVICE / WRONG NUMBER / COMMUNITY REPRESENTATIVE / DUPLICATE	17
VALID NUMBERS	83
MESSAGES LEFT 3 TIMES / INTERVIEWS SCHEDULED BUT NOT CONDUCTED	23
NUMBER OF PEOPLE CONTACTED	60
PEOPLE WHO COMMENTED BUT DID NOT RESPOND TO DETAILED QUESTIONNAIRE	2
<b>INTERVIEWS COMPLETED</b>	<b>58</b>
PERCENTAGE—INTERVIEWS COMPLETED / NAMES SUBMITTED	58%
PERCENTAGE—INTERVIEWS COMPLETED / VALID NAMES	70%
PERCENTAGE—INTERVIEWS COMPLETED / PEOPLE CONTACTED	97%

Of the 60 respondents contacted, 58 participated in the interview. One person refused to participate, and one business had closed and the person did not want to participate in the interview.

The following data presents the survey results. (See the chapter annex for detailed results and questions).

In all cases, the respondents were business owners. The interviewer explained that it was necessary to include the owner in the number of employees.

The scale used was from 1 to 5, where 1 is the minimum value and 5 the maximum value.

Of the 58 respondents, 38 launched their business after receiving CDEM assistance, and 20 respondents already had a business when they received CDEM assistance.

The survey data linked to the performance indicators are as follows:

## NUMBER OF BUSINESSES CREATED, MAINTAINED OR IMPROVED

The businesses break down into two categories in terms of their sales: they are primarily either small or larger.

APPROXIMATE SALES	MB	%
UNDER \$31,500	12	23%
\$31,501 TO \$36,000	3	6%
\$36,001 TO \$65,000	5	10%
\$65,001 TO \$100,000	4	8%
\$100,001 OR MORE	28	54%
TOTAL RESPONSES	52	100%
NUMBER OF INTERVIEWS COMPLETED	58	
PERCENTAGE OF RESPONSES TO THIS QUESTION		86%

Seventy percent (70%) of those who answered the question indicated that the CDEM assistance helped increase their sales (35/50).

The CDEM helped increase the sales of at least 60% of all respondents (35/58).

HELPED TO INCREASE		MB	%
HELPED (YES)	NEW	21	70%
	EXISTING	14	70%
	TOTAL	35	70%
DID NOT HELP (NO)	NEW	9	30%
	EXISTING	6	30%
	TOTAL	15	30%
NUMBER OF RESPONSES			50
NUMBER OF INTERVIEWS COMPLETED			58
PERCENTAGE OF TOTAL RESPONDENTS WHO ANSWERED YES			60%

For those businesses that answered the question, CDEM assistance contributed to an increase of 11% or more in 69% of cases, i.e. 23/33.

The CDEM helped increase sales by 11% or more for at least 40% of all respondents, i.e. 23/58.

PERCENTAGE INCREASE IN SALES—ANSWERED YES	MB	%
UNDER 10%	10	30%
11% TO 20%	11	33%
21% TO 30%	2	6%
OVER 30%	10	30%
TOTAL RESPONSES TO THIS QUESTION	33	100%
PERCENTAGE THAT INCREASED 11% OR MORE OUT OF ALL RESPONDENTS	23	40%

### NUMBER OF JOBS CREATED OR MAINTAINED

Number of jobs before applying for CDEM assistance was 96.

Number of jobs after applying for CDEM assistance was 299.

This represents an increase of 203 jobs (211%), including an increase of 295% in new businesses and 154% in existing businesses.

The entrepreneurs attribute 44% of these increases to CDEM assistance (85/203).

NUMBERS BEFORE & AFTER—ALL		MB	% INCREASE
	NEW	39	
	EXISTING	57	
NUMBER BEFORE	TOTAL	96	
	NEW	154	
	EXISTING	145	
NUMBER AFTER	TOTAL	299	
	NEW	115	295%
	EXISTING	88	154%
TOTAL NEW JOBS	TOTAL	203	211%
NEW JOBS ATTRIBUTABLE TO CDEM		85	44%

## USEFULNESS OF CDEM ASSISTANCE AND DEGREE OF SATISFACTION

In the following table, the closer the average is to 1, the less people were able to improve or launch their business on their own (scale from 1 to 5, where 1= impossible and 5 = very possible). Assistance from the CDEM made the difference in just under half the cases of existing businesses and just over half the cases of new entrepreneurs.

CREATION/MAINTENANCE POSSIBLE WITHOUT SUPPORT		MB
AVERAGE	NEW	2.81
AVERAGE	EXISTING	3.06
<b>AVERAGE—ALL RESPONDENTS</b>		<b>2.89</b>

Respondents were very satisfied with the services provided by the CDEM. The overall average was 4.25 (scale from 1 to 5, where 1 = very dissatisfied and 5 = very satisfied).

DEGREE OF SATISFACTION—MANITOBA	NUMBER THAT RECEIVED THIS SERVICE	% OF TOTAL RESPONDENTS	AVERAGE
BUSINESS PLAN	50	86%	4.36
TRAINING	39	67%	4.36
PRIVATE FINANCING	33	58%	4.21
MARKET INFO	31	53%	3.77
REGULATIONS	27	47%	4.15
PUBLIC FINANCING	18	32%	4.50
ACCESS TO LABOUR	11	19%	4.64
<b>AVERAGE OVERALL SATISFACTION</b>			<b>4.25</b>

Respondents considered the services provided by the CDEM to be very useful; the average was 4.48 on a scale from 1 to 5, where 1 = no use at all and 5 = very useful.

USEFULNESS	MB
<b>AVERAGE—ALL RESPONDENTS</b>	<b>4.48</b>

#### 5.4. Case study—Manitoba: entrepreneurs' access to capital

The marketing of SMEs requires third-party capital to complement major entrepreneur investments. We have seen in the data reported to WD by the CDEM that the organization generated \$36,265,559 in investment between 2003 and 2008 through consulting services offered to businesses.

We further analyzed the approach used by the CDEM to better understand how the organization achieved these results.

WD's Access to Capital program has the following strategic outcome: to increase investments in targeted businesses in Western Canada.

Since it was founded, the CDEM has helped entrepreneurs access funding from third parties, including banks and credit unions. The CDEM has developed three approaches to achieve this objective. It has implemented the WD Access to Capital program. This program has two components:

- It directs entrepreneurs to the BDC under the **Franco-Manitoban loan fund** program.
- It manages a \$500,000 **investment fund** that has been financed by WD since 1998.

The indicators for this program are the following:

Name of program	Performance indicators	Definitions
Access to Capital	<ul style="list-style-type: none"> <li>• Total number of loans approved</li> </ul>	Number of loans approved by the WD loan fund for which the first disbursement has been made.
	<ul style="list-style-type: none"> <li>• Value in dollars of all loans approved</li> </ul>	Total value of loans approved by the WD loan fund at time of approval and first disbursement.
	<ul style="list-style-type: none"> <li>• Investments generated by leverage thanks to lending activities from investment funds in which WD is one of the partners (\$)</li> </ul>	Investments generated through the financial leverage of the FEDO's clients resulting from loans from investment funds in which WD is one of the partners. Sources may include financial institutions, other governments, other sources (e.g. venture capital), and equity.

Next, the CDEM delivers the Improvement of Business Productivity program.

This case study gives a summary description of the three approaches, the results obtained, and an analysis that explains these results.

The following table provided by WD presents the relevant data under the program *Access to Capital*, as reported by the CDEM.

<b>MANITOBA</b>	2003–04	2004–05	2005–06	2006–07	2007–08	<b>5-year total</b>
<b>(1) Repayable loans</b>						
Total number of loans approved	0	2	3	0	4	<b>9</b>
Value in \$ of all loans and investments approved at time of first disbursement	0	77,000	34,000	0	275,000	<b>386,000</b>
<b>(2) Partnership loans financed by WD</b>						
Total number of loans approved	6	3	9	1	4	<b>23</b>
Value in \$ of all loans and investments approved at time of first disbursement	1,622,800	230,000	641,701	200,000	475,000	<b>3,169,501</b>
<b>Sum of loan funds (1 &amp; 2)</b>						
Total number of loans approved	6	5	12	1	8	<b>32</b>
Value in \$ of all loans and investments approved at time of first disbursement	1,622,800	307,000	675,701	200,000	750,000	<b>3,555,501</b>
Number of jobs created, maintained or improved thanks to loans from investment funds in which WD is one of the partners		7	6	0	20	<b>33</b>
Number of businesses created, maintained or expanded thanks to loans from investment funds in which WD is one of the partners (if applicable)		2	3	0	4	<b>9</b>
Amount in dollars generated by leverage thanks to lending activities from investment funds in which WD is one of the partners (if applicable)		542,700	321,400	0	1,769,717	<b>2,633,817</b>

### **Franco-Manitoban loan fund**

This fund was established as a result of an agreement between WD, the BDC and the CDEM. After an analysis, the CDEM refers a Francophone client to the BDC, indicating via a letter of guarantee that it supports the client's project. The CDEM guarantees 20% of the BDC loan through the Franco-Manitoban loan fund. WD has advanced \$400,000 to establish this fund, and this money is used to guarantee the loans.

According to the documentation we consulted, this fund generated 19 loans between April 1, 2003 and March 31, 2008. The WD data indicate 23 loans. We cannot explain this discrepancy.

In total, this fund generated \$2,719,800 in loans during this period and contributed to the creation of 167 new jobs. The amount used for the guarantee is \$543,960. Amounts repaid are reinvested in the fund for future loans: hence the difference between this amount and the total amount of the fund.

This fund is designed to offer last-resort loans. Between April 1998 and March 2003, it made 22 loans, compared with 19 between 2003 and 2008.

### **CDEM investment fund**

The leverage of the \$500,000 investment fund between April 2003 and March 2008 is as follows:

- Number of loans granted: 9
- Total value of loans granted: \$386,000
- Average loan granted: \$42,888
- Range in size of loans: between \$2,000 and \$75,000.
- Amount loaned in urban areas: \$86,000
- Amount loaned in rural areas: \$300,000
- Total invested in projects as a result of these loans: \$2,635,217, as follows:
  - Total invested in urban areas: \$598,800
  - Total invested in rural areas: \$2,036,417

Of which:

- Amount invested by financial institutions: \$1,581,697
  - Amount invested by owners: \$560,520
  - Amount invested, from other sources: \$107,000
- Total jobs created: 33

Finding concerning financial leverage of the \$500,000 investment fund: for each dollar invested by WD, the CDEM generates \$6.83 in investment.



## Consulting services to entrepreneurs

The CDEM has developed a model that permits it to closely monitor the effect of its consulting services to help entrepreneurs obtain a loan from a financial institution. We have analyzed the CDEM's data in detail. The effects of the CDEM's consulting services between 2003 and 2008 are as follows:

- Number of businesses that received funding after consulting with CDEM: 287
  - Average of each investment: \$135,678
  - Smallest investment obtained: \$1,750
  - Largest investment: \$1,600,000
  - Total investments obtained by entrepreneurs: \$38,939,515, as follows:
    - Total obtained by entrepreneurs in urban areas: \$13,948,281
    - Total obtained by entrepreneurs in rural areas: \$24,991,234
- Of which:
- Amount invested by financial institutions: \$23,694,497
  - Amount invested through the Franco-Manitoban loan fund: \$545,400
  - Grants obtained: \$2,824,601
  - Loans obtained from a Community Futures Development Corporation: \$150,000
  - Amount invested by families / friends / communities: \$1,409,500
  - Amount invested by the entrepreneur: \$10,315,517
- Total jobs created: 709, including 278 in urban areas and 431 in rural areas;
  - Total jobs maintained: 319, including 211 in urban areas and 108 in rural areas;
  - Total jobs created and maintained: 1,028, of which 489 are in urban areas and 539 are in rural areas.

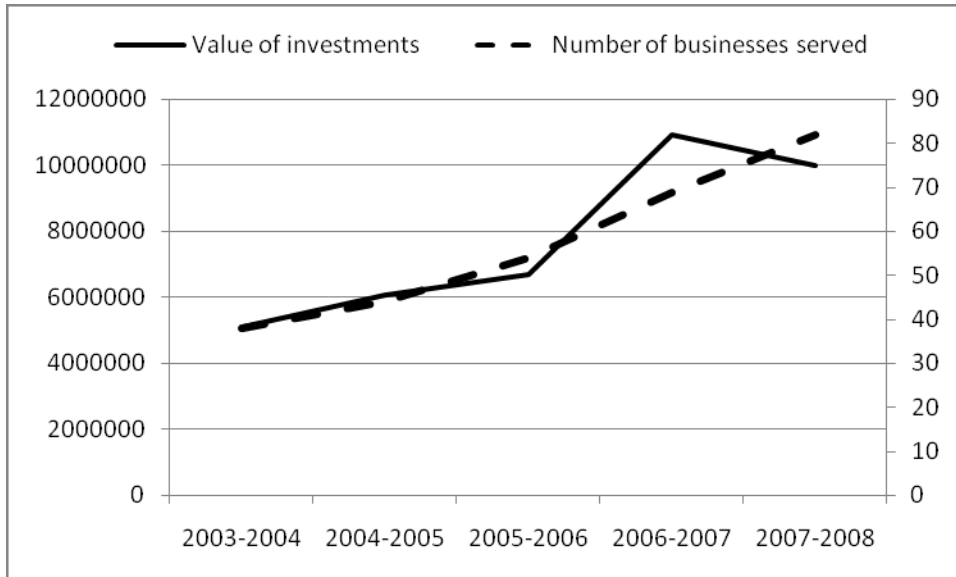
It should be noted that the majority of jobs maintained are jobs in existing firms that were expanded with the CDEM's support. A few of the jobs maintained are among those created a few years previously when the business was launched with the CDEM's support. We found four examples of this type. For the purposes of this study, we used the total of 1,028 jobs created or maintained, even though the real number is slightly lower.

We also noted a significant increase in the number of businesses that received consulting services every year. The number of businesses served has increased by 116% and the value of the investments obtained by those businesses has increased by 97%.

	2003–2004	2004–2005	2005–2006	2006–2007	2007–2008	Total
<b>NUMBER OF BUSINESSES SERVED</b>	38	44	54	69	82	287
<b>VALUE OF INVESTMENTS</b>	\$5,084,119	\$6,065,295	\$6,681,125	\$10,936,419	\$9,992,557	\$38,939,515



The next chart presents the same data in graphic form. The primary vertical axis presents annual investments and the secondary vertical axis presents the annual number of businesses that received consulting service leading to the securing of funding. The CDEM template does not record businesses whose initiatives have been unsuccessful.



The following table summarizes the impacts of the CDEM with respect to the Franco-Manitoban loan fund, the investment fund and incremental investments arising from consulting services.

	Franco-Manitoban loan fund	Investment fund	Consulting services	Total
NUMBER OF BUSINESSES	19	9	287	315
VALUE OF INCREMENTAL INVESTMENTS	\$2,719,800	\$2,635,217	\$38,939,515	\$44,294,532
PERCENTAGE OF TOTAL	6%	6%	88%	100%
NUMBER OF JOBS CREATED / MAINTAINED	167	33	1,028	1,228
PERCENTAGE OF TOTAL	14%	3%	83%	100

### Finding regarding the CDEM's services to entrepreneurs

The CDEM invests approximately \$75,000 annually in consulting services for entrepreneurs (officer's salary, travel expenses and related expenditures), which is drawn from the annual \$550,000 grant from WD. The same officer administers the Franco-Manitoban loan fund and the investment fund.

For the five-year period examined, this represents a total investment of \$375,000 in the officer's salary and related expenses.

We can confirm that the services offered by this CDEM officer contributed to obtaining \$45,319,233 in investments for entrepreneurs, representing leverage of \$120.85 for each dollar invested by WD for this officer's services ( $\$45,319,233 / \$375,000$ ). It is noteworthy that 84% of the jobs were generated as a result of consulting services and did not derive from investment funds.

How can these results be explained?

We held an interview with the CDEM officer responsible for consulting services. He had been a senior loan officer in a financial institution before working at the CDEM.

Francophone entrepreneurs are familiar with the service offered by the CDEM. The officer meets with entrepreneurs and reviews their files to make the standard analyses: financial analysis, ratio analysis, funds available to the entrepreneur, etc.

The CDEM officer then advises the entrepreneurs on how to develop their business plan. He does not prepare the plan for them, but explains how to go about it. The entrepreneurs submit their various drafts to the officer for feedback.

The officer explains to the entrepreneur that financial institutions require an outlay of approximately 35% before advancing a loan. The entrepreneur arranges to obtain these funds from family or friends, in addition to drawing from his or her own reserves. The CDEM officer knows all the government loan guarantee programs that can provide assistance to certain disadvantaged clienteles: youth, Métis, immigrants or others. The officer makes a direct call to the loan manager or officer of the financial institution that the entrepreneur deals with to encourage them to grant the loan, with these guarantees, even if this represents an additional administrative task for the financial institution. The CDEM officer chiefly uses the Women's Enterprise, Aboriginal Business Canada and Community Futures programs. The CDEM investment fund is sometimes used as a last resort. Very few entrepreneurs are familiar with this fund when they first contact the CDEM officer.

The CDEM officer does not have special relationships with the financial institutions. Each loan is approved or refused on its own merit. On the other hand, the officer is very familiar with the Francophone managers and staff of the credit unions (caisses populaires) and certain banking institutions. The fact that they speak French facilitates their conversations with Francophone entrepreneurs. Having French speakers available is therefore a strategic advantage for many financial institutions.

The CDEM officer says that it is necessary to thoroughly analyze the files with the entrepreneurs in order to give their application to financial institutions credibility. The history of the CDEM is excellent. In all, less than 10 firms have been unable to repay their loans out of the 300-odd firms that have received support or consulting services.

### 5.5. Findings—Manitoba

In accordance with our mandate, we must report the findings regarding:

- best practices in terms of impacts
- best practices in terms of data collection and performance reporting.

#### Findings in terms of impacts

The following table lists the Department's performance indicators and presents the main findings in terms of impacts.

<b>Impacts—Findings—Manitoba—CDEM 2003–2004 to 2007–2008</b>		
<b>Performance indicators</b>	<b>Quantitative data</b>	<b>Qualitative data</b>
<b>Community Planning</b>	For the years 2006–2007 and 2007–2008	Sources: focus groups
<ul style="list-style-type: none"> <li>• Number of activities that built capacity to manage and carry out planning projects</li> </ul>	56 activities	<ul style="list-style-type: none"> <li>• The CDEM has contributed to a change in community behaviour: the sense of optimism is very strong.</li> <li>• The communities are supportive of major common projects, and each accomplishment encourages pursuit of the next project on the list of priorities.</li> <li>• Major economic development is noted as a result of the CDEM's activities: new professionals are settling in the villages, building construction is increasing, and young families are staying in the regions.</li> <li>• An economic impact on seniors is noted.</li> <li>• Noteworthy growth of economic activity and development of bilingual assets</li> <li>• Activity in tourism, tourist</li> </ul>
<ul style="list-style-type: none"> <li>• Number of situations in which community participation was facilitated</li> </ul>	36 activities	
<ul style="list-style-type: none"> <li>• Number of partnerships established or maintained</li> </ul>	45 partnerships	
<b>Community Development</b>		
<ul style="list-style-type: none"> <li>• Number of situations in which the capacity of community organizations was strengthened</li> </ul>	23 organizations	

<b>Impacts—Findings—Manitoba—CDEM 2003–2004 to 2007–2008</b>		
<b>Performance indicators</b>	<b>Quantitative data</b>	<b>Qualitative data</b>
<ul style="list-style-type: none"> <li>Number of community services or facilities improved</li> </ul>	18 community services or facilities	<p>networks and development of international markets is growing.</p> <ul style="list-style-type: none"> <li>Relations with the neighbouring Anglophone communities have improved and dialogue on regional cooperation is starting up.</li> <li>Community planning capacity is very good; it has been transformed over the last 10 years and the communities are taking control of their own economic development. The important contribution of the Vision plans is stressed.</li> <li>Level of satisfaction with the CDEM's work is very high in the four focus groups.</li> <li>The CDEM is responsible for a fundamental change in the communities with the Community Development Corporations.</li> <li>Partnership with the municipalities allows for the mobilization of considerable provincial and federal resources.</li> </ul>
<b>Improvement of Business Productivity and Entrepreneurship</b>	<b>2003–2004 to 2007–2008</b>	<b>Impact Study Findings</b>
<ul style="list-style-type: none"> <li>Number of seminars and workshops / Number of training sessions held</li> </ul>	92	<ul style="list-style-type: none"> <li>The CDEM helped create, maintain or improve 309 businesses between 2003 and 2008; this figure is confirmed.</li> <li>The CDEM helped create, maintain or improve 1,228 jobs, 83% of these through its consulting services, 14% through the Franco-Manitoban fund and 3%</li> </ul>
<ul style="list-style-type: none"> <li>Number of people trained</li> </ul>	1,368 entrepreneur-clients	
<ul style="list-style-type: none"> <li>Number of clients served / businesses that received support</li> </ul>	879 entrepreneur-clients	
<ul style="list-style-type: none"> <li>Client satisfaction</li> </ul>	4.28 on a scale where 1 = very dissatisfied and 5 = very satisfied	

<b>Impacts—Findings—Manitoba—CDEM 2003–2004 to 2007–2008</b>		
<b>Performance indicators</b>	<b>Quantitative data</b>	<b>Qualitative data</b>
<ul style="list-style-type: none"> <li>Number of jobs created or maintained</li> </ul>	1,228	<p>through the investment fund; these figures have been confirmed.</p> <ul style="list-style-type: none"> <li>The CDEM generates \$6.83 in leverage for every dollar invested by WD in the \$500,000 investment fund.</li> <li>The CDEM generates \$103.84 in leverage for every dollar invested in consulting services.</li> </ul> <p>The total value of incremental investments as a result of CDEM intervention with entrepreneurs is \$44,294,532. This includes consulting services and the two loan funds. This figure has been confirmed.</p> <p>In the survey, the entrepreneurs said that:</p> <ul style="list-style-type: none"> <li>they were very satisfied with the services provided by the CDEM;</li> <li>those services were very useful;</li> <li>the number of jobs increased by 211% after applying to the CDEM for assistance (an increase of 203 jobs);</li> <li>44% of the increase in new jobs is due to CDEM assistance;</li> <li>the services provided by the CDEM make the difference in half the cases when a business is created or expanded;</li> <li>the services of the CDEM helped increase sales by at least 60% for all respondents.</li> </ul>
<ul style="list-style-type: none"> <li>Number of businesses created, maintained or improved</li> </ul>	315	
<ul style="list-style-type: none"> <li>Total value of investments following direct intervention by CDEM</li> </ul>	\$46,319,233	
<ul style="list-style-type: none"> <li>Usefulness of services provided</li> </ul>	4.5 on a scale where 1 = not very and 5 = very	
<ul style="list-style-type: none"> <li>Client satisfaction</li> </ul>	4.28 on a scale where 1 = very dissatisfied and 5 = very satisfied	

## 5.6. Annex: Detailed responses—Entrepreneur survey—Manitoba

### Detailed responses

An impact study of this type will also serve as a training tool for the FEDOs. Therefore we present in this section the detailed responses of the entrepreneur survey.

### Summary

- Degree of satisfaction with all services provided: average of 4.28 out of 5. Services most used are assistance with development of a business plan, business training, and loan application procedures.
- Of the 26 respondents willing to share information, four received loans under \$10,000, 12 received loans between \$10,000 and \$100,000, and 10 received loans over \$100,000 as a result of CDEM support.
- Of the 38 respondents who had started their business:
  - 34 respondents, or 89%, indicated that the service provided was very useful: average of 4.47 on the scale from 1 to 5;
  - nearly half would have been unable to launch their business without the CDEM's assistance, while the other half would have been able; average of 2.81 where 1 = impossible;
  - 37 of these businesses now have 154 employees;
  - 14 of these businesses have sales under \$65,000 per year and 20 of these businesses have sales over \$65,000;
  - 27 businesses say that the CDEM's assistance did not increase the number of employees;
  - 10 businesses say that the CDEM's assistance did increase the number of employees, from 14 to 42, i.e. 28 new employees;
  - 18 businesses indicate that the CDEM's assistance allowed them to increase their business' payroll by at least 10%;
  - 21 businesses indicate that the CDEM's assistance allowed them to increase their sales by at least 10%.
- Of the 20 respondents whose business was already launched when they approached the CDEM:
  - 18 respondents (90%) indicated that the service provided was very useful, an average of 4.5 on the scale from 1 to 5;
  - nearly half of these respondents would have been able to maintain or expand their business without CDEM assistance, while the other half would have been unable; average of 2.77 where 1 = impossible;
  - these 20 businesses now have 145 employees;
  - 6 of these businesses have sales under \$65,000 per year, and 12 of them have sales over \$65,000 per year;
  - 13 businesses say that the CDEM's assistance did not increase the number of employees;



- 7 businesses say the CDEM's assistance increased the number of employees, from 35 to 92, i.e. 57 new employees;
  - 9 businesses say that the CDEM's assistance allowed them to increase their payroll by at least 10%;
  - 18 businesses indicate that the CDEM's assistance allowed them to increase their sales by at least 10%.
- Total sales per category (52 responses):

Approximate sales	Number of businesses
Under \$31,500	12
\$31,501 to \$36,000	3
\$36,001 to \$65,000	5
\$65,001 to \$100,000	4
\$100,001 or more	28

### Detailed responses

#### 1. Services received and degree of satisfaction

*I would like to ask about the type of service you received from (name of organization) and your satisfaction with this service. I am going to name a few services for you. First, say whether you have used the service, yes or no. If yes, tell me how satisfied you were with this service. We will use a scale where 1 = very dissatisfied and 5 = very satisfied.*

(58 participants)

Service received	Yes	Satisfaction			No	No response
		Average	Standard deviation	Median		
1.1 Training	39	4.36	0.63	4	19	0
1.2 Assistance developing a business plan	50	4.36	0.88	5	8	0
1.3 Information about government regulations	27	4.15	1.10	5	31	0
1.4 Market information	31	3.77	1.15	4	27	0
1.5 Access to labour	11	4.64	0.67	5	47	0
1.6 Access to private capital (loan applications)	33	4.21	1.36	5	24	1
1.7 Access to public capital (grant applications)	18	4.50	1.03	5	39	1

## Private financing obtained

*(If “Yes” to question 1.6): Can you give me an idea of the private financing you obtained thanks to the support of (name the organization), whether as a loan or private capital, including your own capital investment:*

Amount of private financing	Number of entrepreneurs (26 responses out of 33)
Under \$10,000	4
\$10,001 to \$20,000	5
\$20,001 to \$30,000	1
\$30,001 to \$40,000	3
\$40,001 to \$50,000	0
\$50,001 to \$100,000	3
\$100,001 or more	10

## Public financing obtained

*(If “Yes” to question 1.7): Can you give me an idea of the public financing you obtained thanks to the support of (name the organization), whether as a municipal provincial or federal grant or contribution:*

Amount of public financing	Number of entrepreneurs (16 responses out of 18)
Under \$10,000	9
\$10,001 to \$20,000	2
\$20,001 to \$30,000	1
\$30,001 to \$40,000	2
\$40,001 to \$50,000	1
\$50,001 to \$100,000	0
\$100,001 or more	1

## 2. Year in which a FEDO service was obtained for the first time

*What year did your business first receive a service from the FEDO?*

Year	Number of entrepreneurs (58 responses out of 58)
1999	2
2000	4
2001	2
2002	2
2003	8
2004	5
2005	12
2006	8
2007	10
2008	5

## 3. New businesses and existing businesses

*Was your business already established when you received this service? (Yes / No)*

(58 responses out of 58)

- 38 new businesses
- 20 existing businesses (already established)

**SECTION A - NEW BUSINESSES**

(38 new businesses)

## 4. Assistance with business start-up

*Did the service provided by the FEDO help start up your business? (Yes / No)*

- 4.1. *If yes, on the following scale, how useful was this service in starting up your business? (1 = no use at all; 5 = very useful)*

(38 respondents)

	Yes	Usefulness			No	No response
		Average	Standard deviation	Median		
Start-up assistance	34 (89%)	4.47	0.79	5	3 (8%)	1

5. *On a scale from 1 to 5 (1= impossible; 5 = very possible), would you have been able to start up your business without the support/service provided by the organization?*

(36 responses)

	Possibility		
	Average	Standard deviation	Median
Start-up possible without the support/service provided by the organization?	2.81	1.33	3

## 6. How many employees does your business now have?

- 37 businesses totalling 154 employees at present (min = 1, max = 25)

- 6.1. Did the service you received from the FEDO help increase the number of jobs in your business? Yes / No

- 6.2. *If yes, how many employees did you have before the organization provided a service? (Note: this will be 0 in the case of a new business.)*

- 10 businesses answered “yes”  
42 employees versus 14 before applying for the service (28 new employees)
- 27 businesses answered “no”

7. *Can you tell me approximately how much your business pays in salaries, including your own salary?*

- The 34 businesses that responded totalled \$1,803,500 in salaries  
(2 refused to answer, 2 gave no response)

8. *Can you tell me the NUMBER of employees you have in each of the following categories? Each category corresponds to a tax bracket.*

Income category	Total number of employees (32 responses)
Under \$31,500	132
\$31,501 to \$36,000	6
\$36,001 to \$65,000	3
\$65,001 to \$100,000	2
\$100,001 or more	1

9. *Can you tell me whether the service provided by the FEDO helped increase the total amount of salaries? (Yes / No)*

- 18 businesses answered “yes”
- 19 businesses answered “no”

9.1. *If yes, can you give me an estimate of the percentage of that increase since the creation of your business?*

Percentage increase	Number of businesses (18 responses)
Under 10%	6
11% to 20%	2
21% to 30%	2
30% or more	8

10. *Can you tell me your approximate total sales for your last fiscal year (gross, before expenses and deductions)?*

Approximate sales	Number of businesses (34 responses)
Under \$31,500	9
\$31,501 to \$36,000	2
\$36,001 to \$65,000	3
\$65,001 to \$100,000	4
\$100,001 or more	16

11. Did the service provided by the FEDO help increase your sales? (Yes / No)

- 21 businesses answered “yes”
- 9 businesses answered “no”

11.1. If yes, can you give me an idea of the percentage increase since the start-up of the business?

Percentage increase	Number of businesses (20 responses)
Under 10%	6
11% to 20%	6
21% to 30%	1
30% or more	7

## SECTION B – EXISTING BUSINESSES

12. Assistance with maintaining/expanding the business

Did the service provided by the FEDO help maintain/expand your business? (Yes / No)

12.1. If yes, on the following scale, how useful was this service in maintaining or expanding your business? (1 = no use at all; 5 = very useful)

n=18	Yes	Usefulness			No	No response
		Average	Standard deviation	Median		
Assistance with maintenance/expansion	18 (90%)	4.50	0.62	5	2 (10%)	0

13. On a scale from 1 to 5 (1= impossible; 5 = very possible), would you have been able to maintain/expand your business without the support/service provided by the organization?

n=17	Possibility		
	Average	Standard deviation	Median
Maintenance/expansion possible without the support/service provided by the organization?	3.06	0.66	3

14. How many employees does your business now have?

- 20 businesses totalling 145 employees at present (min = 0, max = 30)

14.1. Did the service you received from (*name the organization*) help increase the number of jobs in your business? Yes / No

14.2. If yes, how many employees did you have in this business before (*name the organization*) provided you a service? (Note: this will be 0 in the case of a new business.)

- 7 businesses answered “yes”  
92 employees versus 35 before applying for the service (57 new employees)
- 13 businesses answered “no”

15. Can you tell me approximately how much your business pays in salaries, including your own salary?

- The 17 businesses that responded totalled \$2,964,000 in salaries (3 gave no response)

16. Can you tell me the NUMBER of employees you have in each of the following categories? Each category corresponds to a tax bracket.

Income category	Total number of employees (17 responses)
Under \$31,500	102
\$31,501 to \$36,000	5
\$36,001 to \$65,000	19
\$65,001 to \$100,000	4
\$100,001 or more	5

17. Can you tell me whether the service provided by the FEDO helped increase the total amount of salaries? (Yes / No)

- 9 businesses answered “yes”
- 10 businesses answered “no”

17.1. If yes, can you give me an estimate of the percentage of that increase since the creation of your business?

Percentage increase	Number of businesses (9 respondents)
Under 10%	2
11% to 20%	1
21% to 30%	3
30% or more	3

18. Can you tell me your approximate total sales for your last fiscal year (gross, before expenses and deductions)?

Approximate sales	Number of businesses (18 responses)
Under \$31,500	3
\$31,501 to \$36,000	1
\$36,001 to \$65,000	2
\$65,001 to \$100,000	0
\$100,001 or more	12

19. Did the service provided by the FEDO help increase your sales? (Yes / No)

- 14 businesses answered “yes”
- 6 businesses answered “no”

19.1. If yes, can you give me an idea of the percentage increase since the start-up of the business?

Percentage increase	Number of businesses (13 responses)
Under 10%	4
11% to 20%	5
21% to 30%	1
30% or more	3

## 6. Saskatchewan : Conseil de la coopération de la Saskatchewan (CCS)

### 6.1. Brief description of the CCS

The CCS was created in 1946 at a congress of the ACFC (Association Catholique Franco Canadienne, today the Assemblée communautaire fransaskoise) by a group of French Canadian cooperators. It was not officially founded until the following year, under the name Conseil Canadien de la Coopération, Saskatchewan section, which later became the Conseil de la Coopération de la Saskatchewan.

It has long been the mission of the Conseil de la Coopération de la Saskatchewan to teach the concepts of “cooperation” and “cooperative” to the Francophone community in Saskatchewan. Another goal of the CCS is to educate the province’s Francophones about the importance of a solid basis in economics.

Today, while adhering to its traditional principles and values, the CCS is more engaged in the economic development and expansion of cooperatives in Saskatchewan’s Francophone community. The CCS also explores new perspectives in order to better provide for Francophone leadership in economic development and the cooperative sector for that community.

### 6.2. Impacts of the Community Planning and Community Development programs

The Community Planning and Community Development programs are treated together in this study because of their linkages.

#### 6.2.1. Documentation

##### WD data bank

The WD data bank reveals the following information provided by the Conseil de la coopération de la Saskatchewan. Data is available only for 2006–2007 and 2007–2008, as it was not collected in the previous years.

<b>CONSEIL DE LA COOPÉRATION DE LA SASKATCHEWAN</b>	<b>2006–2007 and 2007–2008</b>
Number of activities contributing leadership or expertise	56
Number of cases in which community participation was facilitated	49
Number of partnerships created or maintained	20
Number of cases in which community stability was improved	27
Number of cases in which the capacity of community organizations was strengthened	38
Number of community services or facilities improved	51



## CCS documentation

We reviewed the Conseil de la Coopération de la Saskatchewan's documentation regarding activities implemented under the Community Planning and Community Development programs.

We can confirm the results entered in the WD data bank. For the period covered by the study, we identified the following:

- 59 separate community economic development projects, including:
  - 16 projects in the south of the province;
  - 5 projects in the centre of the province;
  - 38 projects in the north of the province.

Note that more than one project may have been delivered in the same community over the five years.

- The project categories were as follows:
  - development of local institutions, such as a health centre and a seniors' home;
  - local or regional community planning projects;
  - development of tools to promote a locality, such as leaflets and brochures;
  - support for local events, such as centennial celebrations;
  - development of a community brand;
  - securing of bilingual signage;
  - development of tourism services/attractions.
- The CCS has offered the following types of support:
  - research;
  - organization of community meetings;
  - consulting;
  - budget analysis;
  - preparation of a business plan;
  - preparation of a marketing plan.
- We noted more partnerships than the 20 reported by the CCS to WD for 2006 to 2008 under this line item. The partner categories are:
  - municipalities;
  - Francophone community organizations;
  - regional economic development organizations;
  - private businesses;
  - the provincial government.

### 6.2.2. The focus groups

We held four focus groups in the following communities: Debden, St. Isidore de Bellevue, Regina, Willow Bunch-Ponteix (combined in one group in Limerick).

In total, 31 people took part in the focus groups, including 27 volunteers from community organizations and economic development organizations and proponents of community projects, and four elected municipal officials.

The focus groups noted the following impacts of the work done by the CCS:

- The CCS contributed greatly to the development of a seniors' centre in Debden, a small Francophone village in the north of the province. The CCS officer went to the village about 20 times a year over a five-year period to support the project's proponents. This is a centre at care levels 1 and 2 for seniors. The project will cost about \$1.3 million. The annual operating budget will be around \$300,000 and the project will create eight full-time jobs. The construction will create about 40 temporary jobs. The proponents say they could have carried out this project without the support of the CCS, but much more time would have been needed. The officer supported them in their planning, developing the business plan, fundraising and securing loans. The group received no grants for the project. It raised \$440,000 and obtained a mortgage for the balance.

The people expressed a high degree of satisfaction with the support offered by the CCS.

- The CCS sponsored a provincial government activity called *First Impressions*. The stakeholders in a community, including the mayors, councillors and others, take training at a workshop that teaches them how to detect signs of economic vitality in a village. Next they go as a group to another village and make their observations, and conversely a group from the other village goes to theirs to do the same. Afterward the two groups meet for a debriefing session. The project is similar to the mystery shopper concept used by retail chains to verify the level of services offered.

Two Francophone villages in the south took part in this process: Ponteix and Willow Bunch.

The village of Ponteix has a population of 530. At one time its population was 1,000. The mayor said at the focus group that the experience was very revealing and enriching for her small village. The village has since taken part in an economic development initiative strongly supported by the CCS officer. The municipal council and some volunteers, 29 people in all, participated in sessions to come up with an economic development plan. Since this project, the village has sold 16 lots and will eventually welcome 16 new families. The mayor says that without the CCS' support, this development would not have taken place. There is a new energy evident today, and the people are starting to think about launching a seniors' residence project.

The village of Willow Bunch participated in the same activity and saw similar results. The municipal council played a significant role in the project. Last year, the village sold 30 lots to families wanting to settle there. Sixty people have moved into the village since this renewed

vision. This village is also looking into the option of a seniors' home, an initiative that has reached the feasibility study stage. A home with 20 beds is being considered. This too is a home for persons at care levels 1 and 2. Since the *First Impressions* project, the municipal council has noted the positive effects of sound economic planning for the community, and the village has just hired a part-time economic development officer.

The residents of this village expressed a high degree of satisfaction with the support received from the CCS.

- The village of St. Isidore de Bellevue is recognized for its Francophone linguistic and cultural vitality. It is a cultural capital for the Saskatchewan and Western Canadian Francophonie because of the many artists and leaders it has produced. The village has experienced economic difficulties for some time now. The CCS has supported certain initiatives in the village, including a study for the cultural centre's restaurant.

The village and residents invested a great deal in the Vision plan a few years ago, generating substantial participation and a high level of interest. The people are disappointed because there has been no follow-up to this exercise. The focus group said that it is not planning capacity that is lacking, but funding for implementation.

The people expressed some discouragement when talking about the future. The road leading to the village is in terrible condition and the province has not made its repair a priority. This has negatively impacted tourism to Batoche, which is very close by, and as a result, sales at the cultural centre's restaurant have diminished considerably. Even the seniors' home is affected by this situation. Only 9 of the 16 are occupied. Interested people coming to the village to visit the home decide to go somewhere else because of the access difficulties.

People are concerned about the future of their community. It has great potential, but the conditions to realize that potential have not been brought together. The economic development of a small village is fragile. The loss of a gas station, closure of a grocery store and a dilapidated road are so many individual elements curbing development and sowing pessimism.

The people are satisfied with the services provided by the local CCS officer. They feel they are receiving good support for minor one-time projects. On the other hand, they consider there to be no major development plan being laid out by the CCS. The village needs an industrial commissioner to support economic development.

- More and more French-speaking newcomers are settling in Regina. The CCS is supporting one group of newcomers who want to launch a service cooperative that focuses on settlement services and economic, cultural and social integration for new arrivals. The people involved are at the very initial stage, which is the drafting of the articles of association and by-laws. Twenty people attended the organizing meeting.

The people are very interested in working with the CCS. Inability to speak English is at the root of numerous difficulties people have with becoming integrated into the city. This is a major handicap. There is a program offered in this area by the Open Door Society, but it is

not available to Canadian citizens. Many French-speaking newcomers to Regina are already Canadian citizens, having lived for a time in the east when they first came to Canada. They say that the CCS has expressed interest in supporting their efforts to learn English.

The cooperative will strive to put supports in place so that immigrants can find accommodation and employment. People say that the cooperative allows them to better equip themselves to become independent. It offers hope that was not there before.

The people express a high degree of satisfaction with the support provided by the CCS. They feel involved.

The following findings emerged from the focus groups.

- Satisfaction with the CCS was very high in three of the four focus groups.
- The Francophone communities are small: at most, they can carry out one or two projects at the same time. Economic planning is at the level of delivery of one-time projects, not the level of regional or long-term planning.
- Progress in rural communities is measured by the number of lots sold in the villages and the number of jobs created. Any new job in a small village is seen as a success. A project that creates eight permanent jobs in a small village is seen as a huge success.
- Rural communities are vulnerable. Just one external factor can have very harmful repercussions on the economic development of a village. For example, the dilapidated road leading to St. Isidore de Bellevue is responsible for a decrease of some \$50,000 in sales at the cultural centre's restaurant.
- The biggest successes seem to be in the communities that have managed to acquire a collective planning capacity in which the municipality, local Francophone and Anglophone organizations and the CCS participate.
- The villages can see that the future will demand a regional planning capacity for economic development, but the local authorities do not understand this.
- The CCS does not offer loan services. All the focus groups were aware of the loan services offered by the local Community Futures Development Corporations.
- The CCS works for the whole community, including the Anglophones, and not just for the Francophone residents: this is much appreciated by all village residents.
- The local municipality's participation is one of the key elements for development of the Francophone community.

### **6.3. Impacts of the Improvement of Business Productivity and Entrepreneurship program**

#### **6.3.1. Documentation**

##### **WD data bank**

The following table provided by WD presents the relevant data for *Improvement of Business Productivity*, as reported by the CCS.

The table highlights are as follows:

- The CCS received 661 entrepreneur-clients in 2006–2007 and 2007–2008.
- The CCS offered assistance to 722 entrepreneurs between 2003–2004 and 2005–2006.
- The CCS responded to 3,866 requests for information from entrepreneurs between April 1, 2003 and March 31, 2008.
- The CCS helped maintain, create or improve 62 businesses between 2003 and 2008.
- The CCS helped maintain, create or improve 127 jobs between 2003 and 2008.
- The CCS has no loan fund.
- The CCS trained 981 entrepreneur-clients between 2003 and 2008.
- The CCS offered 66 workshops and training sessions between 2003 and 2008.

<b>SASKATCHEWAN</b>	<b>2003–04</b>	<b>2004–05</b>	<b>2005–06</b>	<b>2006–07</b>	<b>2007–08</b>	<b>Total</b>
<b>Improvement in Business Productivity</b>						
Number of clients served	N/A	N/A	N/A	286	375	661
Number of requests for core information services for businesses/ <i>Number of requests for information</i>	925	1,004	802	618	517	3,866
Number of businesses that received assistance with planning, cash flow, market information, etc.	281	257	184	N/A	N/A	722
Number of interactions regarding business plans	N/A	N/A	N/A	153	120	273
Number of businesses created/expanded / <i>Number of businesses created, maintained or expanded</i>	6	11	11	25	9	62
Number of jobs created/maintained / <i>or improved thanks to assistance to businesses</i>	24	47	25	17	14	127
Value of incremental investments / <i>Amount in dollars generated by leverage thanks to assistance to businesses</i>	0	0	0	0	0	0
Number of clients trained (entrepreneurship, exporting, management and marketing)	42	186	220	147	386	981
Number of seminars and workshops/ <i>Number of training sessions held</i>	3	6	10	17	30	66

### CCS documentation

The documentation provided to us by the CCS shows that the organization worked with 79 different entrepreneurs between 2003 and 2008. The majority of these businesses are in the rural parts of the province. There were 17 businesses in the south and 62 in the north.

The support offered by the CCS officers is as follows:

- support developing business plans;
- advice on securing financing;
- development of strategic planning.

These are mainly small businesses and family businesses: restaurants and service undertakings, for example.

The CCS has not standardized among its officers the collection of data on the impact of work done with the entrepreneurs. We were able to identify the impact on entrepreneurs' investments and the number of jobs maintained or created only in the north of the province. We had a discussion with the officer and reviewed his work approach. The documentation reveals the following:

- the CCS officer worked directly with 62 businesses in the north of the province between 2003 and 2008;
- 15 of these businesses received assistance in developing their business plans and subsequently obtained a loan;
  - this assistance contributed to obtaining investments of \$15,003,284, of which \$2,748,755 was provided by the entrepreneurs and \$12,254,529 was obtained from financial institutions;
  - these investments made it possible to maintain or create 37 full-time jobs and 54 part-time jobs;
- in addition, the officer provided consulting services to 47 other entrepreneurs, which did not lead to obtaining financing; instead they involved providing one-time market information, advice on improving a strategic plan or marketing plan, or information about government programs; these businesses hired 77 people full-time and 7 people part-time.

The entrepreneur survey served to confirm the facts reported by the officer.

The total cost attributed to this CCS officer's work is on average \$76,500 per year. Using the data provided, we can ascertain that for each dollar invested by WD for this officer, the leverage in investment obtained is \$32.25 ( $\$12,254,529 / (\$76,500 \times 5)$ ).

### 6.3.2. Results of entrepreneur survey—Saskatchewan

The following table presents the number of respondents from Saskatchewan who took part in the survey conducted in May and June 2008. These were entrepreneurs or community organizations that received business service from the CCS over the last five years. For the community organizations, this involved the establishment of a social enterprise.

Despite the small numbers, the survey is important, since we were able to reach a significant proportion of the entrepreneurs who received CCS services between 2003 and 2008.

<b>MAY—JUNE 2008</b>	<b>SK</b>
Number of names submitted	79
Number of people phones	79
Number out of service / wrong number / community representative / duplicate	25
<b>VALID NUMBERS</b>	<b>54</b>
Messages left 3 times / interviews scheduled but not conducted	20
Number of persons contacted	34
People who commented but did not respond to the detailed questionnaire	9
<b>Interviews completed</b>	<b>25</b>
Percentage—interviews completed / names submitted	32%
Percentage—interviews completed / valid names	46%
Percentage—interviews / people contacted	74%

Of the 34 respondents reached, 9 people refused to be interviewed (3 people refused to participate without giving a reason; 6 people cited other reasons for not participating, e.g. being a member of a community organization and not an entrepreneur). The following data presents the results of the interviews. It should be understood that the participants had the option of not responding to all of the questions. This explains why the totals do not always come to 25.

The following data presents the survey results. (See the chapter annex for detailed results and questions.)

In all cases, the respondents were owners of businesses or community organizations that had received support for an economic project. The interviewer explained that it was necessary to include the owner in the number of employees.

The survey highlights linked to the performance indicators are as follows:



## NUMBER OF BUSINESSES CREATED, MAINTAINED OR IMPROVED

The following table presents the businesses' sales. The businesses break down into two categories: they are primarily either small (41%) or larger (32%).

APPROXIMATE SALES	SK	%
UNDER \$31,500	9	41%
\$31,500 TO \$36,000	1	5%
\$36,001 TO \$65,000	3	14%
\$65,001 TO \$100,000	2	9%
OVER \$100,000	7	32%
TOTAL RESPONSES	22	100%
NUMBER OF INTERVIEWS COMPLETED		25
PERCENTAGE OF RESPONSES TO THIS QUESTION		88%

Fifty percent (50%) of respondents to the question indicate that CCS assistance helped increase their sales (11/22). The CCS helped increase the sales of at least 44% of all respondents (11/25).

HELPED INCREASE		SK	%
HELPED (YES)	NEW	4	36%
	EXISTING	7	64%
	TOTAL	11	50%
DID NOT HELP (NO)	NEW	7	64%
	EXISTING	4	36%
	TOTAL	11	50%
NUMBER OF RESPONSES			22
NUMBER OF INTERVIEWS COMPLETED			25
PERCENTAGE OF TOTAL RESPONDENTS WHO ANSWERED YES			44 %

Of the businesses that answered “yes” to the question, the CCS contributed to an increase of 11% or more in 73% of cases (8/11).

The CCS helped increase sales by 11% or more for at least 32% of all respondents (8/25).

PERCENTAGE INCREASE IN SALES—ANSWERED YES	SK	%
UNDER 10%	3	27%
11% TO 20%	3	27%
21% TO 30%	3	27%
OVER 30%	2	18%
TOTAL RESPONSES	11	100%
PERCENTAGE THAT INCREASED 11% OR MORE OUT OF ALL RESPONDENTS	8	32 %

### NUMBER OF JOBS CREATED OR MAINTAINED

Number of jobs before applying for CCS assistance was 22.

Number of jobs after applying for CCS assistance was 103.

This represents an increase of 81 jobs (368%), including an increase of 480% in new businesses and 335% in existing businesses.

The entrepreneurs attribute 28% of these increases to CCS assistance (23/81).

NUMBER BEFORE & AFTER—ALL		SK	% INCREASE
	NEW	5	
	EXISTING	17	
NUMBER BEFORE	TOTAL	22	
	NEW	29	
	EXISTING	74	
NUMBER AFTER	TOTAL	103	
	NEW	24	480%
	EXISTING	57	335%
TOTAL NEW JOBS	TOTAL	81	368%
NEW JOBS ATTRIBUTABLE TO CCS		23	28 %

## USEFULNESS OF CCS ASSISTANCE AND DEGREE OF SATISFACTION

- In the following table, the closer the average is to 1, the less the entrepreneurs were able to expand or launch their business on their own (scale from 1 to 5, where 1= impossible and 5 = very possible). Assistance from the CCS made the difference in over half the cases of existing businesses and new entrepreneurs.

CREATION/MAINTENANCE POSSIBLE WITHOUT SUPPORT		SK
AVERAGE	NEW	2.50
AVERAGE	EXISTING	2.60
<b>AVERAGE—ALL RESPONDENTS</b>		<b>2.55</b>

The respondents were very satisfied with the services provided by the CCS. The overall average is 4.54 (scale from 1 to 5, where 1 = very dissatisfied and 5 = very satisfied). The percentage indicates the number of people who used each service.

DEGREE OF SATISFACTION—SASKATCHEWAN	NUMBER THAT RECEIVED THIS SERVICE	% OF TOTAL RESPONDENTS	AVERAGE
BUSINESS PLAN	20	91%	4.55
MARKET INFO	16	67%	4.73
TRAINING	9	36%	4.56
PRIVATE FINANCING	9	38%	4.44
REGULATIONS	7	28%	4.29
ACCESS TO LABOUR	8	33%	4.50
PUBLIC FINANCING	6	25%	4.50
<b>AVERAGE OVERALL SATISFACTION</b>			<b>4.54</b>

Respondents considered the services provided by the CCS to be very useful; the average was 4.85 on a scale from 1 to 5, where 1 = no use at all and 5 = very useful.

USEFULNESS		SK
<b>AVERAGE—ALL RESPONDENTS</b>		<b>4.85</b>

#### **6.4. Case study—Saskatchewan: Camp jeunes entrepreneurs**

The CCS documentation describes Camp jeunes entrepreneurs [Young entrepreneurs camp] as follows: *Camp Jeunes entrepreneurs is a summer camp designed for young people aged 14 to 18 in the four Western provinces (Manitoba, Saskatchewan, Alberta and British Columbia). It is a unique summer camp, as it allows young people to participate in various sports, recreational and cultural activities and to create a mini-business. Camp jeunes entrepreneurs is intended as an entrepreneurship awareness tool for Francophone youth in Western Canada.*

The goal of Camp jeunes entrepreneurs is to offer the participants a unique opportunity to learn what a business is all about, and what is needed to set one up. This initiative is based on the idea or concept of bringing together young people from the Western Canadian Francophonie to introduce them to entrepreneurial values, develop their entrepreneurial potential through a team of trainers who work with entrepreneurs, allow them to acquire a business sense and culture, and teach them to prepare a business plan and the associated materials. The purpose of all this is to enhance their business start-up strategy.

In addition to these activities, the camp offers the participants workshops on new information and communication technologies.

The camp lasts seven days. The participants receive entrepreneurship training. During the camp, the young people establish mini-companies that plan, develop and set up a small business. They receive capital funding of \$500. Working with a mentor, who may be a CCS employee, the young people create a product and sell it at the end of the camp during a community activity, such as the Fête fransaskoise or Saskatoon Fringe Festival. They subsequently record their revenue, expenditures, and profits or losses.

The table on the following page presents the provinces of origin and number of participants since this initiative was launched in 2003.

	2003	2004	2005	2006	2007	Total
<b>Province / Territory</b>						
Manitoba	-	2	4	6	9	21
Saskatchewan	30	24	29	13	7	103
Alberta	-	-	3	3	1	7
British Columbia	-	-	1	5	4	10
Northwest Territories	-	-		1	1	2
Yukon	-	-	2	-	2	4
Total	30	26	39	28	24	147
Total cost of project	\$37,272	\$63,638	\$56,434	\$61,510	\$58,583	\$277,437

The evaluations done at the end of each camp are very positive. The young people and mentors appreciate the experience and feel that it has been of practical use.

The camp began in 2003. It is too early to assess the longer-term impact on the participants. The camp aims to develop an entrepreneurial spirit in western Francophone youth. The CCS carefully documents the names and coordinates of the young participants. It would be interesting to do an analysis in the year 2013 when the first participants will be between 24 and 29 years of age, to determine whether this intensive experience gave them a taste for entrepreneurship.

For the purposes of this case study, we asked the CCS to give us the names of five former participants. We received six. We had a conversation with five of these participants. These young people attended the first or second camp in 2003 or 2004. One person had bad memories of the camp. She was the youngest in her group and felt excluded. All the others have excellent memories of their experiences.

During the discussion, all the young people could still remember the name of their mini-company and the product they had marketed. A few could still remember their company's profits four or five years later! For the most part, this was their first experience with entrepreneurship.

The young people said that the Camp jeunes entrepreneurs did indeed shape their attitudes and beliefs about entrepreneurship. One of them is now enrolled in administration at university and wants to go into business eventually. Another said the camp allowed her to develop very positive attitudes about the world of business. She has just finished high school and will be at university next year, in social work. She is thinking of setting up a business later in her career. The father of one participant is an entrepreneur. This participant says that she has often helped

her father prepare his promotional campaigns and develop his promotional tools. These are skills developed since her experience at the camp.

One person participated in the five camps, three times as a participant and twice as a junior mentor. She is highly motivated by the experience and is seriously thinking about going into business when she has finished her education. She is 19 years old today, and can describe in detail the methodology for drawing up a business plan.

Lastly, a few people indicated that they appreciate the fact that any young French-speaking person in Saskatchewan can register for the camp, including immersion students.

### 6.5. Findings—Saskatchewan

Our mandate requires us to report the findings with regard to:

- best practices in terms of impacts.

The following table contains the Department's performance indicators and the impact study's main findings.

<b>Impacts—Findings—Saskatchewan—CCS 2003–2004 to 2007–2008</b>		
<b>Performance Indicators</b>	<b>Quantitative data</b>	<b>Qualitative data</b>
<b>Community Planning</b>	For the years 2006–2007 and 2007–2008	Sources: focus groups
<ul style="list-style-type: none"> <li>• Number of activities that built capacity to manage and carry out planning projects</li> </ul>	56	<ul style="list-style-type: none"> <li>• The Francophone communities are small; at most, they can conduct one or two projects at a time. Economic planning is at the level of project delivery, not the level of regional planning.</li> <li>• Progress in rural communities is measured by the number of lots sold in the villages and number of jobs created. Any new job in a small village is seen as a success. A project that creates 8 permanent jobs in a small village is seen as a huge success.</li> </ul>
<ul style="list-style-type: none"> <li>• Number of situations in which community participation was facilitated</li> </ul>	49	
<ul style="list-style-type: none"> <li>• Number of partnerships established or maintained</li> </ul>	20	
<b>Community Development</b>		

<b>Impacts—Findings—Saskatchewan—CCS 2003–2004 to 2007–2008</b>		
<b>Performance Indicators</b>	<b>Quantitative data</b>	<b>Qualitative data</b>
<ul style="list-style-type: none"> <li>Number of situations in which the capacity of community organizations was strengthened</li> </ul>	38	<ul style="list-style-type: none"> <li>Rural communities are vulnerable. Just one external factor can have very harmful repercussions on the economic development of a village.</li> <li>The biggest success seems to be in the communities that have managed to acquire a collective planning capacity in which the municipality, local Francophone and Anglophone organizations and the CCS participate.</li> <li>In rural areas, the CCS works for the whole community, including the Anglophones, and not just for the Francophone residents: this is much appreciated by all village residents.</li> <li>The local municipality's participation is one of the key elements for development of the Francophone community.</li> <li>3 of the 4 focus groups expressed a high degree of satisfaction with the services provided by the CCS.</li> </ul>
<ul style="list-style-type: none"> <li>Number of community services or facilities improved</li> </ul>	51	

<b>Improvement of Business Productivity</b>	<b>2003–2004 to 2007–2008</b>	<b>Impact Study Findings</b>
<ul style="list-style-type: none"> <li>Number of seminars and workshops / number of training sessions held</li> </ul>	66	<ul style="list-style-type: none"> <li>The CCS has not developed or introduced a systematic approach to data collection that is used by every officer to record the number of jobs created or improved. Despite this, the study concludes that the total reported by the CCS is valid. We were able to confirm 114 full-time jobs and</li> </ul>
<ul style="list-style-type: none"> <li>Number of people trained</li> </ul>	981	
<ul style="list-style-type: none"> <li>Number of clients served / businesses that received support</li> </ul>	1,383	

• Number of jobs created or maintained	127	61 part-time jobs with just one officer. The entrepreneurs themselves confirmed in the survey that 81 new jobs were created after the CCS's intervention. This survey did not contact all the entrepreneurs who received support. Since the CCS has not developed a rigorous methodology in this area and the other officers have not reported any numbers, it is reasonable to think that the
• Number of businesses created, maintained or expanded	62	
• Total value of investments following direct intervention by CCS	Complete data not available	
• Usefulness of services provided	4.8 on the scale: 1 = not very useful, 5 = very useful	



<ul style="list-style-type: none"> <li>Client satisfaction</li> </ul>	<p>4.51 1 = dissatisfied, 5 = very satisfied</p>	<p>total of 127 is probably under-reported.</p> <ul style="list-style-type: none"> <li>The CCS does not take the financial leverage of its work with the entrepreneurs into account. We cannot accurately determine the leverage of all the consulting services offered by the CCS. The data can determine this impact for only one officer. In that case the leverage was \$15,003,284. This was confirmed by the survey. In all, 11 survey respondents indicated the leverage attributable to the assistance received from the CCS after public or private financing was obtained. These amounts are not reported to WD by the CCS. This number of respondents confirming the obtaining of public or private funds is the second highest in the survey. In comparison, the total was 42 in Manitoba, 6 in Alberta and 3 in British Columbia.</li> <li>The CCS does not offer loan services. All the focus groups were aware of the services offered by the local CFDCs in this regard.</li> </ul> <p>In the survey, the entrepreneurs said that:</p> <ul style="list-style-type: none"> <li>they were very satisfied with the CCS's services;</li> <li>those services were very useful;</li> <li>the CCS's services helped to increase sales in 44% of cases;</li> <li>the number of jobs increased by 368% after applying for CCS assistance (an increase of 81 jobs);</li> </ul>
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## 6.6. Annex: Detailed responses—Entrepreneur survey—Saskatchewan

### Summary of results

- Degree of satisfaction with all services provided: average of 4.51 out of 5. The most useful services are assistance developing a business plan and market information.
- Of the 6 respondents willing to share the information, 3 entrepreneurs obtained loans under \$10,000, 2 obtained loans between \$50,000 and \$100,000 and 1 obtained a loan over \$100,000; 6 other entrepreneurs obtained grants, including 3 for less than \$10,000, 1 for \$10,000 to \$20,000 and 1 for \$40,000 to \$50,000.
- Of the 13 entrepreneurs who launched their business after receiving CCS's support,
  - 10, i.e. 77%, indicated that the service was very useful: an average of 4.8 on a scale from 1 to 5;
  - half of these respondents would have been able to launch their business without CCS's assistance, while the other half would have been unable: average of 2.5;
  - 12 of these businesses now have 29 employees;
  - 1 business said that the CCS's assistance helped increase the number of employees—addition of 5 new employees, and 8 businesses said that the CCS's assistance did not help increase the number of employees;
  - 2 businesses said that the CCS's assistance helped them increase the payroll by at least 10%;
- 4 businesses say that the CCS's assistance helped increase their sales by at least 10%.
- Of the 11 respondents whose business had already been created when they approached the CCS:
  - 10, i.e. 86%, said that the service was very useful: average of 4.9 on a scale from 1 to 5;
  - Almost half the respondents would have been unable to expand their business without the CCS assistance;
  - 11 of these businesses now have 74 employees;
  - 5 of these businesses indicated that the CCS's assistance helped increase the number of employees, from 15 to 33; 18 new employees are thus attributed to the CCS's assistance;
  - 5 of these businesses indicated that the CCS's assistance allowed them to increase their payroll, 1 by less than 10% and 4 by 30% or more;
  - 7 businesses indicated that the CCS's assistance allowed them to increase their sales, 1 by less than 10%, 3 by 11% to 20%, 1 by 21% to 30% and 2 by 30% or more.

The following data presents the cumulative results for the two categories of entrepreneurs.

- Total sales per category (22 responses):

Approximate sales	Number of businesses
Under \$31,500	9
\$31,501 to \$36,000	1
\$36,001 to \$65,000	3
\$65,001 to \$100,000	2
\$100,001 or more	7

- Total salaries paid at present (20 responses): \$1,737,200
- Number of employees before applying for CCS's services: 22
- Current number of employees: 103
- Number of new employees: 81
- Estimated total number of new employees due to CCS's assistance: 23

## Detailed results

### 1. Services received and degree of satisfaction

*I would like to ask about the type of service you received from (name of organization) and your satisfaction with this service. I am going to name a few services for you. First, say whether you have used the service, yes or no. If yes, tell me how satisfied you were with this service. We will use a scale where 1 = very dissatisfied and 5 = very satisfied.*

(25 participants)

Service received	Yes	Satisfaction			No	No response
		Average	Standard deviation	Median		
1.1 Training	9	4.56	0.73	5	16	0
1.2 Assistance developing a business plan	20	4.55	0.94	5	2	0
1.3 Information about government regulations	7	4.29	0.76	4	18	0
1.4 Market information	16	4.73	0.46	5	8	1
1.5 Access to labour	8	4.50	0.76	5	16	1
1.6 Access to private capital (loan applications)	9	4.44	0.73	5	15	1
1.7 Access to public capital (grant applications)	6	4.50	0.84	5	18	1

## Private financing obtained

*(If “Yes” to question 1.6): Can you give me an idea of the private financing you obtained thanks to the support of (name the organization), whether as a loan or private capital, including your own capital investment:*

Amount of private financing	Number of entrepreneurs (6 responses out of 9)
Under \$10,000	3
\$10,001 to \$20,000	0
\$20,001 to \$30,000	0
\$30,001 to \$40,000	0
\$40,001 to \$50,000	0
\$50,001 to \$100,000	2
\$100,001 or more	1

## Public financing obtained

*(If “Yes” to question 1.7): Can you give me an idea of the public financing you obtained thanks to the support of (name the organization), whether as a municipal, provincial or federal grant or contribution:*

Amount of public financing	Number of entrepreneurs (5 responses out of 6)
Under \$10,000	3
\$10,001 to \$20,000	1
\$20,001 to \$30,000	0
\$30,001 to \$40,000	0
\$40,001 to \$50,000	1
\$50,001 to \$100,000	0
\$100,001 or more	0

## 2. Year in which a FEDO service was obtained for the first time

*What year did your business first receive a service from the FEDO?*

Year	Number of entrepreneurs (24 responses out of 25)
1995	1
1998	1
2001	1
2002	1
2003	2
2004	7
2005	4
2006	1
2007	6

## 3. New businesses and existing businesses

*Was your business already established when you received this service? (Yes / No)*

(24 responses out of 25)

- 13 new businesses
- 11 existing businesses (already established)

### SECTION A - NEW BUSINESSES

(13 new businesses)

#### 4. Assistance with business start-up

*Did the service provided by the FEDO help start up your business? (Yes / No)*

- 4.1. *If yes, on the following scale, how useful was this service in starting up your business? (1 = no use at all; 5 = very useful)*

(13 respondents)

	Yes	Usefulness			No	No response
		Average	Standard deviation	Median		
Start-up assistance	10 (77%)	4.80	0.42	5	3 (23%)	0

5. *On a scale from 1 to 5 (1= impossible; 5 = very possible), would you have been able to start up your business without the support/service provided by the organization?*

(12 responses)

	Possibility		
	Average	Standard deviation	Median
Start-up possible without the support/service provided by the organization?	2.50	1.51	2

#### 6. How many employees does your business now have?

- 12 businesses totalling 29 employees at present (min = 0, max = 9)

- 6.1. Did the service you received from the FEDO help increase the number of jobs in your business? Yes / No

- 6.2. *If yes, how many employees did you have before the organization provided you with a service? (Note: this will be 0 in the case of a new business.)*

- 1 business answered "yes"  
9 employees versus 4 before applying for the service (5 new employees)

- 8 businesses answered “no”

7. *Can you tell me approximately how much your business pays in salaries, including your own salary?*

- The 11 businesses that responded totalled \$405,000 in salaries (1 said “I don’t know,” 1 refused to answer)

8. *Can you tell me the number of employees you have in each of the following categories? Each category corresponds to a tax bracket.*

Income category	Total number of employees (11 responses)
Under \$31,500	26
\$31,501 to \$36,000	2
\$36,001 to \$65,000	1
\$65,001 to \$100,000	0
\$100,001 or more	0

9. *Can you tell me whether the service provided by the FEDO helped increase the total amount of salaries? (Yes / No)*

- 2 businesses answered “yes”
- 9 businesses answered “no”

9.1. *If yes, can you give me an estimate of the percentage of that increase since the creation of your business?*

Percentage increase	Number of businesses (2 responses)
Under 10%	1
11% to 20%	0
21% to 30%	1
30% or more	0

10. *Can you tell me your approximate total sales for your last fiscal year (gross, before expenses and deductions)?*

Approximate sales	Number of businesses (12 responses)
Under \$31,500	7
\$31,501 to \$36,000	0
\$36,001 to \$65,000	0
\$65,001 to \$100,000	1
\$100,001 or more	4

11. *Did the service provided by the FEDO help increase your sales? (Yes / No)*

- 4 businesses answered “yes”
- 7 businesses answered “no”

11.1. *If yes, can you give me an idea of the percentage increase since the start-up of the business?*

Percentage increase	Number of businesses (4 responses)
Under 10%	2
11% to 20%	0
21% to 30%	2
30% or more	0

## SECTION B – EXISTING BUSINESSES

12. Assistance with maintaining/expanding the business

*Did the service provided by the FEDO help maintain/expand your business? (Yes / No)*

12.1. *If yes, on the following scale, how useful was this service in maintaining or expanding your business? (1 = no use at all; 5 = very useful)*

n =11	Yes	Usefulness			No	No response
		Average	Standard deviation	Median		
Assistance with maintenance/expansion	10 (86%)	4.90	0.32	5	1 (14%)	0

13. On a scale from 1 to 5 (1= impossible; 5 = very possible), would you have been able to maintain/expand your business without the support/service provided by the organization?

n =10	Possibility		
	Average	Standard deviation	Median
Maintenance/expansion possible without the support/service provided by the organization?	2.60	1.58	2

14. How many employees does your business now have?

- 11 businesses totalling 74 employees at present (min = 0, max = 30)

14.1. Did the service you received from (*name the organization*) help increase the number of jobs in your business? Yes / No

14.2. If yes, how many employees did you have before (*name the organization*) provided you a service? (Note: this will be 0 in the case of a new business.)



- 5 businesses answered “yes”  
33 employees versus 15 before applying for the service (18 new employees)
- 5 businesses answered “no”

15. Can you tell me approximately how much your business pays in salaries, including your own salary?

- The 9 businesses that responded totalled \$1,332,200 in salaries.  
(2 refusals to respond)

16. Can you tell me the number of employees you have in each of the following categories?  
Each category corresponds to a tax bracket.

Income category	Total number of employees (9 respondents)
Under \$31,500	36
\$31,501 to \$36,000	7
\$36,001 to \$65,000	23
\$65,001 to \$100,000	1
\$100,001 or more	0

17. Can you tell me whether the service provided by the FEDO helped increase the total amount of salaries? (Yes / No)

- 5 businesses answered “yes”
- 6 businesses answered “no”

17.1. If yes, can you give me an estimate of the percentage of that increase since the creation of your business?

Percentage increase	Number of businesses (5 respondents)
Under 10%	1
11% to 20%	0
21% to 30%	0
30% or more	4

18. Can you tell me your approximate total sales for your last fiscal year (gross, before expenses and deductions)?

Approximate sales	Number of businesses (10 responses)
Under \$31,500	2
\$31,501 to \$36,000	1
\$36,001 to \$65,000	3
\$65,001 to \$100,000	1
\$100,001 or more	3

19. Did the service provided by the FEDO help increase your sales? (Yes / No)

- 7 businesses answered “yes”
- 4 businesses answered “no”

19.1. If yes, can you give me an idea of the percentage increase since the start-up of the business?

Percentage increase	Number of businesses (7 responses)
Under 10%	1
11% to 20%	3
21% to 30%	1
30% or more	2

## 7. Alberta : Conseil de développement économique de l'Alberta (CDEA)

### 7.1. Brief description of the CDEA

The Conseil de développement économique de l'Alberta (CDEA), formerly the Chambre économique de l'Alberta, was founded in 1998.

With the support of WD's funding, the CDEA:

- assists in the start-up and maintenance of small- and medium-sized enterprises;
- assists in the creation of businesses and jobs;
- provides training and consulting services for the improvement of businesses.

It offers various services, including the following:

- Assistance to businesses (workshops and consulting services)
- Business people's networking committee
- Presentations and training courses
- Support establishing business plans
- Assistance establishing community strategic plans
- Promotion of French signage
- Tourism promotion of Alberta in Francophone markets
- Economic and community development centred on partnerships.

### 7.2. Impacts of Community Planning and Community Development programs

The Community Planning and Community Development programs are dealt with together in this study because of their linkages.

#### 7.2.1. Documentation

##### WD data bank

The WD data bank reveals the following information about the CDEA. The data in these categories is not available for the years previous.

<b>CONSEIL DE DÉVELOPPEMENT ÉCONOMIQUE DE L'ALBERTA</b>	<b>2006–2007 and 2007–2008</b>
Number of activities contributing leadership or expertise	32
Number of cases in which community participation was facilitated	147
Number of partnerships created or maintained	71
Number of cases in which community stability was improved	21
Number of cases in which the capacity of community organizations was strengthened	50
Number of community services or facilities improved	7

## CDEA documentation

We reviewed the documentation provided by the CDEA regarding activities implemented under the Community Planning and Community Development programs between 2003 and 2008. This data was subsequently confirmed during discussions held with the managing director of the organization.

Here are some major projects supported by the CDEA:

1. The CDEA has developed an on-the-job training partnership with the Matane CEGEP. This pilot project is the product of an initiative by certain hotel operators in Alberta who are faced with the difficulties of recruiting a sufficient and qualified workforce in the tourism off-season. The labour shortage in Alberta forces tourism businesses to draw their workforce from regions ever farther away. These businesses are seeing a significant increase in the number of visitors from Francophone markets. To meet this demand, these businesses want to recruit more employees who are also able to speak French. Some Francophone tourism businesses receive CEGEP students enrolled in the course *Techniques de tourisme 414 A0*. The CEGEP's website presents the program, including the possibility of doing work terms in the Alberta Rockies. It also presents testimonials from students who have taken this training. The Government of Quebec invests \$10,000 each year to cover the trainees' travel expenses. Part of the trainees' salary is financed by the program Canada Jeunesse au travail. A total of 62 young trainees took part in this project between 2003 and 2008:
  - 2003–2004: 10
  - 2004–2005: 20
  - 2005–2006: 13
  - 2006–2007: 8
  - 2007–2008: 11
2. The CDEA has helped promoters obtain funds for the Centre centenaire de Bonnyville. The total cost of the project was approximately \$21 million. The CDEA helped the promoters obtain about \$6.3 million in infrastructure funding. This project serves the entire Anglophone, Francophone, Métis and First Nations population, as well as the surrounding populations of Cold Lake, Plamondon and St. Paul. The CDEA's action helped promote the French language in this project.
3. The CDEA supported the project sponsors in the construction of a community centre in Plamondon. The centre, valued at \$1.5 million, has been built.
4. The CDEA supported the Mission du Lac la Biche project, a historic site founded in 1853. The CDEA's assistance highlighted the Mission's Francophone component by providing for bilingual signage and the creation of a guidebook.
5. The CDEA supported the development of bilingual signage on Alberta's Iron Horse Trail. This 300-km trail is located on the old CN railroad in northeastern Alberta that used to link Cold Lake to Wasketenou and Heinsberg to Ashmont. The trail is in the Bonnyville–St. Paul region. This project involved 10 municipalities and 7 major economic development and tourism partners.

6. In partnership with Travel Alberta, Alberta Economic Development and the Francophone Secretariat of the Government of Alberta, the CDEA supported an initiative to create an Albertan corporate brand in Quebec and the Francophone world. Among other things, the initiative included the production of tourism material, distribution of about 10,000 tourism brochures and materials, participation in tourism fairs in Quebec, organization of contests to visit Alberta, and a project to promote Alberta as a tourist destination in France.
7. The CDEA took part in a study done for Tourism Alberta regarding the segmentation of the European tourism market. Among other things, this study found that Alberta could put more emphasis on its “French connection” to increase tourism to the province by French citizens.
8. The CDEA produced a study on the identification of the employment needs of Francophone youth in the Calgary, Canmore and Banff regions.
9. The CDEA has supported the development of economic opportunities and services in French in St. Isidore. This initiative is a follow-up to the 2003 Vision plan.

### **7.2.2. The focus groups**

We held four focus groups in Alberta in the following communities:

- Edmonton
- Plamondon
- Bonnyville-St. Paul-Cold Lake
- Calgary

A total of 36 people participated in these groups, including 15 entrepreneurs, 18 representatives from community and school organizations and 3 municipal officials.

The focus groups mentioned the approaches used by the CDEA with the community groups:

- Establishment of partnerships among the community groups concerned;
- Support for the networking of entrepreneurs in Edmonton;
- Support for the development of business plans for community projects and entrepreneurs;
- Support for obtaining government funding;
- Support for collective planning in rural areas; this approach that does not work in the urban areas of Calgary and Edmonton;
- Promotion of the French fact in Alberta as an added value for the province.

The focus groups noted the following impacts with regard to the CDEA's work:

- The CDEA supports the organizations through the purchase of sponsorships and promotions. Even though the costs are not high, these sponsorships increase the organization's visibility and promote economic development in French. The CDEA's documentation shows that the organization has invested the following amounts in sponsorship since 2003:

2003–2004	2004–2005	2005–2006	2006–2007	2007–2008	Total
\$35,000	\$25,972	\$75,735	\$40,950	\$57,275	\$234,932

- The CDEA helps raise the profile of the Francophonie in the province. It supports bilingual signage projects in various parts of the province.
- The CDEA has distinguished itself in the field of tourism. People recognize and appreciate the heightened image of the Albertan Francophonie in Quebec and France, and most are familiar with the CDEA's publicity slogan: *L'autre belle province*. The CDEA has organized tours for tourism wholesalers in the Francophone regions to showcase their tourist potential.
- The CDEA has supported major community projects, such as a centennial centre and a community centre. The promoters say that the CDEA was the key partner that facilitated the securing of capital funding. Two focus groups say that these funds would not have been obtained without the CDEA's support.
- The entrepreneurs who participated in the *Lauriers de la PME* say that this was a highlight of their career. It is a project that contributed significantly to enhancing Francophone pride and identity. The rural entrepreneurs in particular say that the CDEA has been a great contributor to elevating the Francophone pride of merchants, who had been uncomfortable about advertising themselves as Francophone before.

The findings of the focus groups are as follows:

- The Vision plan generated substantial local participation in the northeast. It caused disappointment because it was not given any follow-up. The regions have developed sound economic development ideas but have not obtained the funding to implement them. The groups do not understand why there is no more funding to develop infrastructures, such as community centres.
- The CDEA has increased partnerships in the regions, including with Anglophone entrepreneurs and groups. This is very much appreciated by both Francophones and Anglophones who participated in the focus groups.
- The CDEA's work has made it clear that Francophone culture can be seen as an industry that should be developed.
- The entrepreneurs appreciate that the CDEA is not a political lobby group for the Francophonie. They do not identify their businesses as Francophone and they do not want to mix business and politics.
- There is a clear difference in satisfaction with the CDEA on the part of the rural and urban groups. The rural focus groups say that the Conseil is very proactive and takes the first step in approaching organizations and communities. They greatly appreciate the support they receive from CDEA officers.
- The urban focus groups, on the other hand, express a lower level of satisfaction. Exploring the matter further, the Calgary and Edmonton groups find that economic development takes place in those cities regardless of the work done by the CDEA. Furthermore, the Francophone organizations have their offices in the cities. This automatically provides for a strong Francophone presence and does not leave much space for the CDEA to carry out planning for the entire community. These groups explain that the CDEA waits to be solicited before taking action, as indicated in its advertising leaflet. They would like to see the CDEA be more proactive in the cities, while acknowledging the challenge that poses.
- The rural communities cannot implement more than one or two major projects at a time: that is the limit of their capacity.

- The degree of satisfaction with the CDEA's work was very high in the two rural focus groups, moderately high in Edmonton and low in Calgary.

### **7.3. Impact of the Improvement of Business Productivity and Entrepreneurship program**

#### **7.3.1. Documentation**

This program is designed to improve business productivity.

#### **WD data bank**

The following table provided by WD presents the relevant data under *Improvement of Business Productivity and Entrepreneurship*, as reported by the CDEA.

The highlights of the table are as follows:

- The CDEA received 1,148 entrepreneur-clients in 2006–2007 and 2007–2008;
- The CDEA offered support to 1,239 entrepreneurs between 2003–2004 and 2005–2006.
- The CDEA responded to 22,218 requests for information from entrepreneurs between April 1, 2003 and March 31, 2008.
- The CDEA helped to maintain, create or improve 93 businesses between 2003 and 2008.
- The CDEA helped to maintain, create or improve 140 jobs between 2003 and 2008.
- The CDEA has no loan fund. Value of incremental investments as defined by the CDEA is \$23,339,758.
- The CDEA trained 1,541 entrepreneur-clients between 2003 and 2008.
- The CDEA organized 93 workshops and training sessions between 2003 and 2008.

<b>ALBERTA</b>	<b>2003–2004</b>	<b>2004–2005</b>	<b>2005–2006</b>	<b>2006–2007</b>	<b>2007–2008</b>	<b>5-year total</b>
<b>Improvement in Business Productivity</b>						
Number of clients served	N/A	N/A	N/A	249	899	1,148
Number of requests for core information services for businesses/ <i>Number of requests for information</i>	5,188	5,211	4,950	1,831	5,038	22,218
Number of businesses that received assistance with planning, cash flow, market information, etc.	281	488	470	N/A	N/A	1,239
Number of interactions regarding business plans	12	15	8	16	42	93
Number of businesses created/expanded / <i>Number of businesses created, maintained or expanded</i>	N/A	N/A	N/A	136	163	299
Number of jobs created/maintained / <i>or improved thanks to assistance to businesses</i>	15	25	7	35	58	140
Value of incremental investments / <i>Amount in dollars generated by leverage thanks to assistance to businesses</i>	\$1,960,003	\$1,564,000	\$2,368,323	\$8,867,913	\$8,579,519	\$23,339,758
Number of clients trained (entrepreneurship, exporting, management and marketing)	358	399	195	109	480	1 541
Number of seminars and workshops/ <i>Number of training sessions held</i>	18	17	4	22	32	93



## CDEA documentation

The information provided by the CDEA allows us to identify the following highlights.

We were able to identify the names of 89 businesses or community organizations that managed a social economy project and received services from the CDEA between 2003 and 2008. They break down as follows:

- 10 located in the Peace River region;
- 21 located in the Bonnyville-St. Paul region;
- 43 located in Edmonton;
- 15 located in Calgary.

With regard to incremental investment values, the CDEA reports all amounts obtained by entrepreneurs, such as loans and amounts obtained by community organizations including infrastructure grants. In addition, this value includes funds obtained through the implementation of the actual activities of the CDEA. For example, it includes the purchase of advertising by firms under Alberta's tourism promotion campaign in Quebec; in 2008, this campaign generated \$643,000 in financial leverage.

We were able to confirm the incremental value of the community projects in Plamondon and Bonnyville directly at the source.

The CDEA does not offer a loan service and has no investment fund.

We did not see any documentation indicating number of jobs created or maintained per entrepreneur as a result of CDEA assistance. Our only data source in this regard is the survey, which does not cover all the entrepreneurs who received services. It should be noted, however, that 90% of the survey respondents indicated that the CDEA helped them increase their sales. The survey also reveals that 14 new jobs were created following CDEA assistance. These respondents said that the CDEA's assistance contributed to the entirety of this increase. This is the only province in which that percentage is so high. This data is significant, but we cannot make any judgment on the validity of the numbers provided by the CDEA for this line item, as we did not obtain sufficient documentation on the subject.

The CDEA developed a new information collection tool in 2006–2007. The effect of this new tool is evident in the table. Since 2006, CDEA officers have had to complete an entrepreneurial intervention report for each entrepreneur that receives a service. This is an information form that allows the officers to monitor their clients and determine over a few years the effects of their work in terms of loans obtained, jobs created or maintained, etc. Every officer must then submit a monthly report citing the entrepreneurs with whom he or she worked, actions taken with those entrepreneurs, and outcomes.

We have analyzed some of these reports and can confirm that they are complete.

These two tools allow for the proper capture of relevant information and verification of the impact of the CDEA on entrepreneurs for these two years.

This situation explains why the numbers reported since 2006 are substantially higher than those reported in previous years.

We had a conversation with the manager of the Beaumont caisse populaire. The caisse wants to expand its network of contacts and has developed business relations with the CDEA. The manager confirmed that the CDEA referred 25 to 35 clients to the Caisse between 2003 and 2008. The recipients receive banking services from the Caisse, and loans for expansion and purchasing. He estimates that the Caisse has generated between \$5 million and \$7 million of financial activity thanks to the entrepreneurs recommended by the CDEA.

### 7.3.2. Results of entrepreneur survey—Alberta

The following table presents the number of Alberta respondents who participated in the survey conducted in May and June 2008. These were entrepreneurs or community organizations that received a business service from the CDEA over the last five years. For the community organizations, this was the establishment of a social enterprise or an economic development project.

	AB
NUMBER OF NAMES SUBMITTED	89
NUMBER OF PEOPLE PHONED	89
NUMBER OUT OF SERVICE / WRONG NUMBER / COMMUNITY REPRESENTATIVE / DUPLICATE	24
VALID NUMBERS	65
MESSAGES LEFT 3 TIMES / INTERVIEWS SCHEDULED BUT NOT CONDUCTED	26
NUMBER OF PEOPLE CONTACTED	39
PEOPLE WHO COMMENTED BUT DID NOT RESPOND TO THE DETAILED QUESTIONNAIRE	2
<b>INTERVIEWS COMPLETED</b>	<b>37</b>
PERCENTAGE—INTERVIEWS COMPLETED / NAMES SUBMITTED	42%
PERCENTAGE—INTERVIEWS COMPLETED / VALID NAMES	57%
PERCENTAGE—INTERVIEWS COMPLETED / PEOPLE CONTACTED	95%

Of the 39 respondents reached, 2 refused to be interviewed.

The following data presents the results of the interviews. It should be understood that the respondents always had the option to not answer all the questions. This explains why the totals do not always come to 37.

The following data presents the results of the survey. (See the chapter annex for detailed results and questions.)

In all cases, the respondents were owners of businesses or community organizations that received support for an economic project. The interviewer explained that it was necessary to include the owner in the number of employees.

The survey highlights linked to the performance indicators are as follows:

### NUMBER OF BUSINESSES CREATED, MAINTAINED OR EXPANDED

The businesses break down into two categories in terms of their sales: they are primarily either small (44%) or larger (41%).

APPROXIMATE SALES	AB	%
UNDER \$31,500	12	44%
\$31,500 TO \$36,000	0	0%
\$36,001 TO \$65,000	2	7%
\$65,001 TO \$100,000	2	7%
OVER \$100,000	11	41%
TOTAL RESPONSES	27	100%
NUMBER OF INTERVIEWS COMPLETED		37
PERCENTAGE OF RESPONSES TO THIS QUESTION		73%

Ninety percent (90%) of those who answered the question indicated that CDEA assistance helped increase their sales, i.e. a total of 26 respondents out of 29.

The CDEA helped increase the sales of at least 70% of all respondents (26/37).

HELPED TO INCREASE		AB	%
HELPED (YES)	NEW	13	87%
	EXISTING	13	93%
	TOTAL	26	90%
DID NOT HELP (NO)	NEW	2	13%
	EXISTING	1	7%
	TOTAL	3	10%
NUMBER OF RESPONSES			29
NUMBER OF INTERVIEWS COMPLETED			37
PERCENTAGE OF TOTAL RESPONDENTS WHO ANSWERED YES			70%

Of the 26 businesses that answered, “yes” to the question, the CDEA’s assistance contributed to an increase of 11% or more in 46% of cases (12/26).

The CDEA helped increase sales by 11% or more for at least 32% of all respondents (12/37).

PERCENTAGE INCREASE IN SALES—ANSWERED YES	AB	%
UNDER 10%	14	54%
11% TO 20%	5	19%
21% TO 30%	3	12%
OVER 30%	4	15%
TOTAL RESPONSES TO THIS QUESTION	26	100%
PERCENTAGE THAT INCREASED 11% OR MORE OUT OF ALL RESPONDENTS	12	32%

#### NUMBER OF JOBS CREATED OR MAINTAINED

Number of jobs before applying for CDEA assistance was 90.

Number of jobs after applying for CDEA assistance was 104.

This represents an increase of 14 jobs (16%), including 8 (44%) in new businesses and 6 (8%) in existing businesses.

The entrepreneurs attribute 100% of these increases to CDEA assistance (14/14).

NUMBER BEFORE AND AFTER—ALL		AB	% INCREASE
	NEW	18	
	EXISTING	72	
NUMBER BEFORE	TOTAL	90	
	NEW	26	
	EXISTING	78	
NUMBER AFTER	TOTAL	104	
	NEW	8	44%
	EXISTING	6	8%
TOTAL NEW JOBS	TOTAL	14	16%
NEW JOBS ATTRIBUTABLE TO THE CDEA		14	100%

## USEFULNESS OF CDEA ASSISTANCE AND DEGREE OF SATISFACTION

- In the following table, the closer the average is to 1, the less the entrepreneurs were able to expand or launch their business on their own (scale of 1 to 5 where 1 = impossible and 5 = very possible). Assistance from the CDEA made the difference in over half the cases of existing businesses and new entrepreneurs.

CREATION/MAINTENANCE POSSIBLE WITHOUT SUPPORT		AB
AVERAGE	NEW	2.47
AVERAGE	EXISTING	2.75
<b>AVERAGE—ALL RESPONDENTS</b>		<b>2.61</b>

The respondents were very satisfied with the services provided by the CDEA. The overall average was 4.72 (scale from 1 to 5, where 1 = very dissatisfied and 5 = very satisfied). The percentage indicates the number of people who used each service.

DEGREE OF SATISFACTION—ALBERTA	YES	%	AVERAGE
MARKET INFO	29	78%	4.62
BUSINESS PLAN	27	73%	4.78
REGULATIONS	15	41%	4.87
TRAINING	13	35%	4.62
ACCESS TO LABOUR	8	22%	5.00
PRIVATE FINANCING	7	19%	4.57
PUBLIC FINANCING	6	16%	4.62
<b>AVERAGE OVERALL SATISFACTION</b>			<b>4.72</b>

Respondents considered the services provided by the CDEA to be very useful; the average is 4.65 on a scale from 1 to 5, where 1 = no use at all and 5 = very useful.

USEFULNESS	AB
<b>AVERAGE—ALL RESPONDENTS</b>	<b>4.65</b>

#### **7.4. Case study—Alberta: a partnership with a Quebec firm**

The CDEA is making substantial efforts to position Alberta as a business and tourism destination in the Canadian and international Francophone market. These efforts are supported by the provincial government, among others. The focus groups confirmed that the community is aware of and appreciates these efforts.

To carry out this case study, we interviewed a representative of a Quebec City company which operates in the field of cultural engineering and specializes in museology. The company has about 20 employees.

In the late nineties, the company was trying to break into the Western Canada market. Through certain individuals, it established working relations with the CDEA.

The CDEA played a facilitation role, enabling the company to make contact with various French-speaking clients who were exploring projects linked to the Francophone heritage.

The company first worked on the Grande Place project in Calgary. Although this project was not carried through, it gave the firm its first experience with the West and allowed it to better assess the business behaviour and culture.

The firm then obtained some small contracts (in the area of \$20,000) to carry out feasibility studies. It has obtained other contracts over the years in the neighbourhood of \$200,000 and \$300,000. The firm also has a publishing company, and published an Alberta centennial book in 2005. It subsequently published two other works in Alberta, one on the western Métis and another on Léo Piquette, an ardent defender of the French fact in the province.

At this time, the firm has commenced work to participate in major competitions that will bring in millions of dollars, if the projects materialize.

The company greatly appreciates the CDEA's facilitation of the firm's work in Alberta. This facilitator role has made it possible for the firm to establish good business relations with the Francophones and Anglophones of Alberta. The representative explained that approaches concerning heritage development are very different in Alberta and Quebec. The CDEA explains Western habits and culture and local contexts to the firm, so that it can develop better business relations.

The representative explained that the firm has been able to build on its achievements in Alberta to begin establishing ties with Manitoba. The firm has just published a toponymic dictionary on Manitoba.

In conclusion, the representative says that the CDEA has made it possible to build an important bridge between Quebec and Alberta. Being Francophone, it is easier for the firm to initiate contacts with other Francophones in the West, and to subsequently build on these accomplishments to develop working relations with Anglophones.

This case study shows that the CDEA's impact extends beyond the province's borders to the national and international levels. This will eventually yield different benefits for the Francophonie

of Alberta. These efforts will translate into increased tourism in the province and increased contacts between entrepreneurs in Alberta and Quebec. The CDEA is already running a tourism trade show in Quebec, a project that is garnering major investments from the suppliers in that province.

The CDEA is enhancing Alberta's goodwill in Quebec and elsewhere in the Francophone world. This sort of benefit has no immediate tangible value, but will have an important long-term impact. In addition to the commercial benefits, these initiatives contribute to the federal government's objectives for linguistic duality and social cohesion.

### 7.5. Findings—Alberta

In accordance with our mandate, we must report the findings regarding:

- best practices in terms of impacts.

#### Findings in terms of impacts

The following table contains the Department's performance indicators and the main findings of the impact study.

<b>Impacts—Findings—Alberta—CDEA—2003–2004 to 2007–2008</b>		
<b>Performance indicators</b>	<b>Quantitative data</b>	<b>Qualitative data</b>
<b>Community Planning</b>	For 2006–2007 and 2007–2008	Sources: focus groups
<ul style="list-style-type: none"> <li>• Number of activities that built capacity to manage and carry out planning projects</li> </ul>	32 activities	<ul style="list-style-type: none"> <li>• The Vision plan generated substantial local participation in the northeast. It caused disappointment because it was not given any follow-up. The regions have developed sound economic development ideas but have not obtained the funding to implement them.</li> <li>• The CDEA has increased partnerships in the regions, including with Anglophone entrepreneurs and groups. This is very much appreciated by both Francophones and Anglophones alike.</li> <li>• The CDEA's work has made it clear that Francophone culture can be seen as an industry</li> </ul>
<ul style="list-style-type: none"> <li>• Number of situations in which community participation was facilitated</li> </ul>	147 activities	
<ul style="list-style-type: none"> <li>• Number of partnerships established or maintained</li> </ul>	71 partnerships	
<b>Community Development</b>		
<ul style="list-style-type: none"> <li>• Number of situations in which the capacity of community organizations was strengthened</li> </ul>	50 organizations	

<b>Impacts—Findings—Alberta—CDEA—2003–2004 to 2007–2008</b>		
<b>Performance indicators</b>	<b>Quantitative data</b>	<b>Qualitative data</b>
<ul style="list-style-type: none"> <li>Number of community services or facilities improved</li> </ul>	7 community services or facilities	<p>that should be developed. The people recognize and appreciate the fact that the CDEA has succeeded in publicizing Alberta's French fact in Quebec and France.</p> <ul style="list-style-type: none"> <li>The entrepreneurs appreciate the fact that the CDEA is not a political lobby group for the Francophonie.</li> <li>There is a clear difference in satisfaction with the CDEA between the rural and urban groups. The rural focus groups greatly appreciate the support they receive from CDEA officers.</li> <li>The urban focus groups, on the other hand, expressed a lower level of satisfaction. They say that economic development will take place in the cities regardless of the work done by the CDEA. Furthermore, the Francophone organizations have their offices in the cities. This automatically provides for a strong Francophone presence and does not leave much space for the CDEA to carry out planning for the entire community.</li> </ul>

<b>Improvement of Business Productivity</b>	<b>2003–2004 to 2007–2008</b>	<b>Impact Study Findings</b>
<ul style="list-style-type: none"> <li>Number of seminars and workshops/ Number of training sessions held</li> </ul>	93	<ul style="list-style-type: none"> <li>The CDEA helped create, maintain or improve 93 businesses between 2003 and 2008. This figure has been confirmed.</li> <li>The CDEA has no investment fund. It did not begin to take rigorous account of</li> </ul>
<ul style="list-style-type: none"> <li>Number of people trained</li> </ul>	1,541 entrepreneur-clients	
<ul style="list-style-type: none"> <li>Number of clients served / businesses that received support</li> </ul>	2,387 entrepreneur-clients	



<b>Improvement of Business Productivity</b>	<b>2003–2004 to 2007–2008</b>	<b>Impact Study Findings</b>
<ul style="list-style-type: none"> <li>Number of jobs created or maintained</li> </ul>	140	<p>investments obtained by entrepreneurs as a result of its interventions and consulting services until 2006. For every dollar invested by WD in its operations, the CDEA has \$8.49 in financial leverage, from all sources of incremental value—loans to entrepreneurs from financial institutions, capital assets of community projects, and its own leverage.</p> <p>In the survey, the entrepreneurs said that:</p>
<ul style="list-style-type: none"> <li>Number of businesses created, maintained or expanded</li> </ul>	93	
<ul style="list-style-type: none"> <li>Total value of investments following direct intervention by CDEA</li> </ul>	\$23,339,758	
<ul style="list-style-type: none"> <li>Usefulness of services provided</li> </ul>	4.56 a scale where 1 = not very, 5 = very	

<b>Improvement of Business Productivity</b>	<b>2003–2004 to 2007–2008</b>	<b>Impact Study Findings</b>
<ul style="list-style-type: none"><li>Client satisfaction</li></ul>	4.73 a scale where 1 = very dissatisfied and 5 = very satisfied	

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RONALD BISSON AND ASSOCIATES INC.

## 7.6. Annex: Detailed responses—Entrepreneur survey—Alberta

### Summary of results

- Degree of satisfaction with all services provided: average of 4.73 out of 5. The most useful services are assistance with development of a business plan and market information.
- Of the 3 respondents willing to share the information, 1 entrepreneur obtained a loan between \$10,000 and \$20,000 and 2 obtained loans between \$50,000 and \$100,000.
- Of the 21 entrepreneurs who started their business after receiving CDEA support:
  - 17, i.e. 94%, indicated that the service was very useful: average of 4.53 on a scale from 1 to 5;
  - Over half of these respondents could have launched their business without the CDEA's assistance; the remainder would have been unable to do so.
  - 18 of these businesses now have 22 employees;
  - 4 businesses said that the CDEA's assistance made it possible to increase the number of employees, adding 8 new employees (from 3 to 11), and 10 businesses said that the CDEA's assistance did not make it possible to increase the number of employees;
  - 12 businesses acknowledged that the CDEA's assistance enabled them to increase their payroll by at least 10%, 2 reported an increase between 11% and 20%, 1 an increase between 21% and 30%, and 3 an increase of 30% or more.
- 13 businesses reported that the CDEA's assistance helped increase their sales by at least 10%.
- Of the 16 respondents whose business had already started up when they approached the CDEA:
  - 14, or 93%, indicated that the service was very useful: average of 4.79 on a scale from 1 to 5;
  - Over half the respondents could not have expanded their business without the CDEA's assistance;
  - The 16 businesses now have 78 employees;
  - 2 of these businesses indicated that the CDEA's assistance made it possible to increase the number of employees from 1 to 7; 6 new employees are attributed to the CDEA's support;
  - 9 of these businesses indicated that the CDEA's assistance allowed them to increase their payroll, 6 by less than 10% and 3 by 11% to 20%;
  - 13 businesses indicated that the CDEA's assistance allowed them to increase their sales: 7 by less than 10%, 3 by 11% to 20%, 2 by 21% to 30%, and 1 by 30% or more.

- Total sales by category (27 responses):

Approximate sales	Number of businesses
Under \$31,500	12
\$31,501 to \$36,000	0
\$36,001 to \$65,000	2
\$65,001 to \$100,000	2
\$100,001 or more	11

- Total salaries paid at present (11 responses): \$2,519,000
- Number of employees before applying for CDEA's services: 90
- Present number of employees: 104
- Number of new employees: 14
- Estimated number of new employees due to CDEA assistance: 14.

### Detailed responses

#### 1. Services received and degree of satisfaction

*I would like to ask about the type of service you received from (name of organization) and your satisfaction with this service. I am going to name a few services for you. First, say whether you have used the service, yes or no. If yes, tell me how satisfied you were with this service. We will use a scale where 1 = very dissatisfied and 5 = very satisfied.*

(37 respondents)

Service received	Number of responses	Yes	Satisfaction			No	No response
		Number	Average	Standard deviation	Median	Number	
1.1 Training	37	13	4.62	0.65	5	24	0
1.2 Assistance developing a business plan	37	27	4.78	0.51	5	10	0
1.3 Information about government regulations	37	15	4.87	0.35	5	22	0
1.4 Market information	37	29	4.62	0.68	5	8	0
1.5 Access to labour	37	8	5.00	0.00	5	29	0
1.6 Access to private capital (loan applications)	37	7	4.57	0.53	5	30	0
1.7 Access to public capital (grant applications)	37	6	4.62	0.82	5	31	0

## Private financing obtained

*(If “Yes” to question 1.6): Can you give me an idea of the private financing you obtained thanks to the support of (name the organization), whether as a loan or private capital, including your own capital investment:*

Amount of private financing	Number of entrepreneurs (3 responses out of 7)	
Under \$10,000	0	0%
\$10,001 to \$20,000	1	33%
\$20,001 to \$30,000	0	0%
\$30,001 to \$40,000	0	0%
\$40,001 to \$50,000	0	0%
\$50,001 to \$100,000	2	67%
\$100,001 or more	0	0%

## Public financing obtained

*(If “Yes” to question 1.7): Can you give me an idea of the public financing you obtained thanks to the support of (name the organization), whether as a municipal, provincial or federal grant or contribution:*

Amount of public financing	Number of entrepreneurs (3 responses out of 6)	
Under \$10,000	1	33%
\$10,001 to \$20,000	0	0%
\$20,001 to \$30,000	0	0%
\$30,001 to \$40,000	0	0%
\$40,001 to \$50,000	2	67%
\$50,001 to \$100,000	0	0%
\$100,001 or more	0	0%

## 2. Year in which a FEDO service was obtained for the first time

*What year did your business first receive a service from the FEDO?*

Year	Number of entrepreneurs (37 responses out of 37)	
1995	0	0%
1996	0	0%
1997	0	0%
1998	1	3%
1999	0	0%
2000	1	3%
2001	0	0%
2002	1	3%

2003	3	8%
2004	2	5%
2005	6	16%
2006	5	14%
2007	9	24%
2008	9	24%

### 3. New businesses and existing businesses

*Was your business already established when you received this service? (Yes / No)*

(37 responses out of 37)

- 21 new businesses (57%)
- 16 existing businesses (already established) (43%)

### SECTION A - NEW BUSINESSES

(21 new businesses)

### 4. Assistance with business start-up

*Did the service provided by the FEDO help start up your business? (Yes / No)*

- 4.1. *If yes, on the following scale, how useful was this service in starting up your business?  
(1 = no use at all; 5 = very useful)*

(18 respondents)

	Yes	Usefulness			No	No response
		Average	Standard deviation	Median		
Start-up assistance	17 (94%)	4.53	0.94	5	1 (6%)	3

5. *On a scale from 1 to 5 (1= impossible; 5 = very possible), would you have been able to start up your business without the support/service provided by the organization?*

(17 responses)

	Possibility		
	Average	Standard deviation	Median
Start-up possible without the support/ service provided by the organization?	2.47	1.46	2

## 6. How many employees does your business now today?

- 18 businesses totalling 26 employees at present (min = 1, max = 5)

6.1. Did the service you received from the FEDO help increase the number of jobs in your business? Yes / No

6.2. *If yes, how many employees did your business have before the organization provided you with a service? (Note: this will be 0 in the case of a new business.)*

(14 responses)

- 4 businesses answered “yes” (29%)  
3 employees versus 11 before applying for the service (8 new employees)
- 10 businesses answered “no” (71%)

7. *Can you tell me approximately how much your business pays in salaries, including your own salary?*

- The 5 businesses that responded totalled \$324,000 in salaries  
(15 refused to answer, 1 gave no response)

8. *Can you tell me the number of employees you have in each of the following categories? Each category corresponds to a tax bracket.*

Income category	Total number of employees (12 responses)	
Under \$31,500	12	63%
\$31,501 to \$36,000	1	5%
\$36,001 to \$65,000	5	26%
\$65,001 to \$100,000	1	5%
\$100,001 or more	0	0%
Total	19	100%

9. *Can you tell me whether the service provided by the FEDO helped increase the total amount of salaries? (Yes / No)*

(15 responses)

- 12 businesses answered “yes” (80%)
- 3 businesses answered “no” (20%)

9.1. If yes, can you give me an estimate of the percentage of that increase since the creation of your business?

Percentage increase	Number of businesses (11 responses out of 12)	
Under 10%	5	45%
11% to 20%	2	18%
21% to 30%	1	9%
30% or more	3	27%

10. Can you tell me your approximate total sales for your last fiscal year (gross, before expenses and deductions)?

Approximate sales	Number of businesses (13 responses)	
Under \$31,500	7	54%
\$31,501 to \$36,000	0	0%
\$36,001 to \$65,000	2	15%
\$65,001 to \$100,000	1	8%
\$100,001 or more	3	23%

11. Did the service provided by the FEDO help increase your sales? (Yes / No)

(15 responses)

- 13 businesses answered “yes” (87%)
- 7 businesses answered “no” (13%)

11.1. If yes, can you give me an idea of the percentage increase since the start-up of the business?

Percentage increase	Number of businesses (13 responses out of 13)	
Under 10%	7	54%
11% to 20%	2	15%
21% to 30%	1	8%
30% or more	3	23%



**SECTION B – EXISTING BUSINESSES**

(16 existing businesses)

## 12. Assistance with maintaining/expanding the business

*Did the service provided by the FEDO help maintain/expand your business? (Yes / No)*

12.1. *If yes, on the following scale, how useful was this service in maintaining or expanding your business? (1 = no use at all; 5 = very useful)*

(15 respondents)

	Yes	Usefulness			No	No response
		Average	Standard deviation	Median		
Assistance with maintenance/expansion	14 (93%)	4.79	0.58	5	1 (7%)	1

13. On a scale from 1 to 5 (1= impossible; 5 = very possible), would you have been able to maintain/expand your business without the support/service provided by the organization?

(15 responses)

	Possibility		
	Average	Standard deviation	Median
Maintenance/expansion possible without the support/service provided by the organization?	2.80	1.01	3

14. How many employees does your business now today?

- 16 businesses totalling 78 employees at present (min = 0, max = 20)

14.1. Did the service you received from (*name the organization*) help increase the number of jobs in your business? Yes / No

14.2. If yes, how many employees did you have before (*name the organization*) provided you a service? (Note: this will be 0 in the case of a new business.)

(16 responses)

- 2 businesses answered “yes” (12%)  
7 employees versus 1 before applying for the service (6 new employees)
- 14 businesses answered “no” (88%)

15. Can you tell me approximately how much your business pays in salaries, including your own salary?

- The 6 businesses that responded totalled \$2,195,000 in salaries.  
(9 refused to respond, 1 gave no response)

16. Can you tell me the number of employees you have in each of the following categories? Each category corresponds to a tax bracket.

Income category	Total number of employees (15 responses)	
Under \$31,500	9	16%
\$31,501 to \$36,000	4	7%
\$36,001 to \$65,000	20	35%
\$65,001 to \$100,000	23	40%
\$100,001 or more	1	2%
Total	57	100%

17. Can you tell me whether the service provided by the FEDO helped increase the total amount of salaries? (Yes / No)

(15 responses)

- 9 businesses answered “yes” (60%)
- 6 businesses answered “no” (40%)

17.1. If yes, can you give me an estimate of the percentage of that increase since the creation of your business?

Percentage increase	Number of businesses (9 responses out of 9)	
Under 10%	6	67%
11% to 20%	3	33%
21% to 30%	0	0%
30% or more	0	0%

18. Can you tell me your approximate total sales for your last fiscal year (gross, before expenses and deductions)?

Approximate sales	Number of businesses (14 responses)	
Under \$31,500	5	36%
\$31,501 to \$36,000	0	0%
\$36,001 to \$65,000	0	0%
\$65,001 to \$100,000	1	7%
\$100,001 or more	8	57%

19. Did the service provided by the FEDO help increase your sales? (Yes / No)

(14 responses)

- 13 businesses answered “yes” (93%)
- 1 business answered “no” (7%)

19.1. If yes, can you give me an idea of the percentage increase since the start-up of the business?

Percentage increase	Number of businesses (13 responses out of 13)	
	Under 10%	7
11% to 20%	3	23%
21% to 30%	2	15%
30% or more	1	8%

## 8. British Columbia : Société de développement économique de la Colombie-Britannique (SDECB)

### 8.1. Brief description of the SDECB

The SDECB was founded in 1998. Its mandate is to promote and facilitate the economic development of the Francophone community in British Columbia.

The mission of the SDECB's Service aux entreprises is to advise and assist Francophone entrepreneurs in the development of their business or project. Among other things, the SDECB offers consulting services in the following fields:

- Business plans
- Purchase, sale and resumption of businesses
- Preparation of negotiations
- Legal information
- Creation of businesses
- Domiciliation (fee-charging)
- Preparation of applications for financing
- Access to IT for your research
- Import/Export
- Operation of the GST and PST
- Access to our specialized library
- Online advertising
- Employment and recruitment
- Information about how to work in Western Canada

In addition, the SDECB works with the province's Francophones on community economic development.

### 8.2. Impacts of the Community Planning and Community Development programs

The Community Planning and Community Development programs are dealt with together in this study because of their linkages.

#### 8.2.1. Documentation

##### WD data bank

The WD data bank contains the following information on these indicators.

<b>British Columbia</b>	<b>2006–2007 and 2007–2008</b>
Number of activities contributing leadership or expertise	16
Number of cases in which community participation was facilitated	78
Number of partnerships created or maintained	35

<b>British Columbia</b>	<b>2006–2007 and 2007–2008</b>
Number of cases in which community stability was improved	12
Number of cases in which the capacity of community organizations was strengthened	27
Number of community services or facilities improved	2

### **SDECB documentation**

The SDECB has abundant documentation that thoroughly describes its activities in the fields of community planning and community development. We examined this documentation for the years 2003 to 2008.

The organization has offered a varied range of community planning and community development services to different communities. We cite the following examples taken from this documentation. So far as possible, the SDECB has made an effort to provide us with only those activities that receive funding from WD. However, it is not always possible to distinguish those activities from those that receive funding from Service Canada through the Regroupement de développement économique et communautaire (RDÉE) de la Colombie-Britannique. The SDECB estimates that at least 75% of the following activities receive their funding from WD.

- Participation in the organization of Journées Carrière - École des pionniers de Maillardville [Maillardville pioneers career-school days]: With the program manager, the SDECB recruited entrepreneurs and professionals in the restaurant sector to make 150 young Francophones aware of career possibilities in the restaurant industry. The project brought together bakers, pastry makers and cooks to lead workshops with the young people over two days. This activity was followed by a meeting with representatives from the Ministry of Education attended by school administrators, management of the Conseil Scolaire Francophone and the SDECB. The discussion provided an update the possibility of funding a vocational training program, and the SDECB was identified to build ties between industry and the training course.
- Participation in the Secondary School Apprenticeship (SSA) program: The program offers vocational training for young people in Grades 11 and 12, who, as they pursue their secondary education, can learn a trade from a professional in the food industry, mechanics and other sectors being identified. The SDECB provides liaison with Francophone entrepreneurs interested in receiving apprentices.
- Participation in and support for the Association des francophones de Nanaimo: the SDECB has offered technical advice on preparing an invitation to tender for services and obtaining consulting services.
- Technical support to the Fédération des parents francophones de la Colombie-Britannique: The project analyzed the cost-effectiveness of family daycares and group daycares. The project components were as follows: identification of stakeholders and meetings of the managers of three group daycares and seven family daycares. Further to this study, the SDECB, in collaboration with the FPFCB, provides consulting services for family daycare start-up projects.

- Participation in an advisory committee with Éducacentre College and Collège Merici: The initiative is designed to establish the course content of a tourism training program in French that would meet the industry's needs in British Columbia.
- Intervention in a class project at the Princesse Anne school in Nanaimo: presentation of the cooperative model for a project involving the manufacture and sale of reusable bags by the students in this class; the project is structured as a youth cooperative.
- Presentation of the cooperative model in an immersion school in Greater Vancouver.
- Technical support for the Être en affaires program at Éducacentre College: The SDECB helps recruit candidates for the Être en affaires program, analyzes applications, meets with candidates and prepares recommendations. The SDECB participates in four selections per year, requiring about 20 to 25 individual meetings.
- In concert with the province's Francophone organizations, including the Fédération des Francophones de la Colombie-Britannique (FFCB) and Éducacentre College, the SDECB took part in the initiative that led to the signing of the memorandum of understanding with the provincial government on Francophone immigration to the province. Various federal departments, including WD and Citizenship and Immigration, also participated in the initiative. The Province says it recognizes the economic importance of the French fact in British Columbia.
- Documentary research and studies of the different tourism markets: These analyses provide reference material for decision-making processes concerning the pan-Western Francophone Tourism Corridor project.
- Participation in the seminar organized by the Association des Juristes d'expression française de Colombie-Britannique: this seminar was intended to determine Francophone needs in the area of justice; we were able to represent the needs of the entrepreneurs and community organizations in a context of access to French-language advice on justice at advantageous rates or on a pro-bono basis.
- Meetings, involvement and motivation of Francophone community organizations located in Greater Vancouver, Victoria and Nanaimo: the purpose of the initiative is to encourage their participation in the Vancouver–Whistler tourist guide, which will be distributed before and during the 2010 Olympic games.
- Participation in various initiatives related to the 2010 Winter Olympic Games. (This project is covered in the case study for British Columbia, which follows.)
- Execution of various community planning studies, including the two substantive studies on the brand for the Francophone community in British Columbia: one on the perception of the Francophonie, and the other proposing a positioning of the community.
- Publication of various tourist guides in French.

- Establishment of a partnership with Tourism B.C. to create a Francophone space in provincial visitors' centres. The aim of the project is to publicize to selected municipalities and to regional and foreign visitors the existence of the local and regional Francophone community, its activities and events, and the businesses that can offer them services in French. The communities involved are: Prince Rupert, Prince George, Nelson, Kelowna, Nanaimo, Courtenay, Campbell River, Penticton, Terrace, Kitimat and Kamloops. Five display stands were put up in 2007 and six in 2008.

### **8.2.2. The focus groups**

We held three focus groups in British Columbia in the following communities:

- Nelson
- Comox
- Victoria

A total of 17 people took part in these three groups: 6 entrepreneurs and 11 representatives from community organizations or community economic development organizations. Another group was scheduled for Maillardville. Only 2 of the 7 people invited showed up. Since a minimum of 5 people was needed to hold a valid focus group, we held a structured interview with these 2 people.

In the three cities, the people noted that the Francophone community is very small relative to the entire population.

The focus groups said that the SDECB's work has the following impacts:

- People note a major change in the behaviours of Francophones and Francophone community groups. They have realized the economic advantage of the local Francophonie and its contribution to the region's economy.
- The organization of certain social enterprise services serves to generate substantial revenue and create jobs. The recipients appreciate the support received from the SDECB to establish this type of enterprise.
- The groups notice significant growth of economic activity in French.
- The Nelson participants appreciate the partnership established with the municipality, which promotes the added value of bilingualism. The city has established a twinning program with Baie-St-Paul in Quebec. This initiative affords strong encouragement to Francophone artists and service providers in Nelson, who find themselves very well positioned to exploit this twinning.
- Participants from Comox said that Francophones have developed a close partnership with the municipal economic development agency, which facilitates the promotion of the French language in international trade missions.
- The two participants from Maillardville/Coquitlam mentioned the city's development of a very sophisticated urban partnership for the purpose of recreating a Francophone neighbourhood. They said that the SDECB strongly supports tourism-related initiatives, and has facilitated working relations with the three levels of government and various community groups. These efforts have made it possible to mobilize financing with various financial backers. This is an impressive project that could be a case study in itself. To summarize, the

SDECB has worked with various partners, including the city of Coquitlam, the Association francophone de Coquitlam, WD and Industry Canada, to launch a project to revitalize this historic Francophone section of Greater Vancouver. The initial work led to the publication of a development plan in February 2005. The project has since taken wing. The historic village will be a popular gathering site for Francophones and Francophiles who want to celebrate the 2010 Games. This project has generated substantial sums of money with leverage that has already been confirmed, including: \$1 million from the city of Coquitlam, \$1 million in private-sector donations, goods and services, \$300,000 from the Laurentides du Québec (a group of young entrepreneurs) and a little over \$300,000 from the Atlantic provinces.

The SDECB's main work approaches are:

- Establishment and support of partnerships with local and provincial Francophone and Anglophone organizations;
- Sharing of expert resources;
- Offering of training sessions;
- Support for the development of feasibility studies for individual projects;
- Support for communication and development of the Francophonie brand in British Columbia.

Satisfaction with the SDECB's work was very high in the three focus groups.

The firm's main findings in the wake of the focus groups are:

- The municipal authorities are committed and lending more promotion to the Francophone asset.
- The presence of the Francophone community contributes something new in the localities; Francophones recognize and better appreciate the Francophonie as an "alternative."
- Presence in the field and appreciation of local realities is a key element for the SDECB.
- The communities met with could evolve from the project-planning phase to "community economic development plans" in the near future.
- Mobilization of the various levels of government and access to resources is an important asset. Through the SDECB, Francophones have the ability to do this more easily than certain municipal officials.



### **8.3. Impact of the Improvement of Business Productivity and Entrepreneurship program**

#### **8.3.1. Documentation**

##### **WD data bank**

The following are the table highlights:

- The SDECB received 1,566 entrepreneur-clients in 2006–2007 and 2007–2008;
- The SDECB offered assistance to 414 entrepreneurs between 2003–2004 and 2005–2006.
- The SDECB responded to 10,306 requests for information from entrepreneurs between April 1, 2003 and March 31, 2008.
- The SDECB helped to maintain, create or improve 275 businesses between 2003 and 2008.
- The SDECB helped to maintain, create or improve 403 jobs between 2003 and 2008.
- The SDECB has no loan fund. Reported value of incremental investments is \$205,000.
- The SDECB trained 1,191 entrepreneur-clients between 2003 and 2008.
- The SDECB offered 119 workshops and training sessions between 2003 and 2008.

<b>British Columbia</b>	2003–04	2004–05	2005–06	2006–07	2007–08	5-year total
<b>Improvement of Business Productivity</b>						
Number of clients served	N/A	N/A	N/A	419	1,147	1,566
Number of requests for core information services for businesses/ <i>Number of requests for information</i>	591	362	545	0	8,808	10,306
Number of businesses that received assistance with planning, cash flow, market information, etc.	68	74	272	N/A	N/A	414
Number of interactions regarding business plans	24	21	33	49	148	275
Number of businesses created/expanded / <i>Number of businesses created, maintained or expanded</i>	41	41	59	115	147	403
Number of jobs created/maintained / or <i>improved thanks to assistance to businesses</i>	N/A	N/A	N/A	17	198	215
Value of incremental investments / <i>Amount in dollars generated by leverage thanks to assistance to businesses</i>	0	205,000	0	0	0	205,000
Number of clients trained (entrepreneurship, exporting, management and marketing)	79	112	117	371	512	1,191
Number of seminars and workshops/ <i>Number of training sessions held</i>	4	7	13	43	52	119

## SDECB documentation

We analyzed the documentation provided by the SDECB regarding support for entrepreneurs.

The SDECB developed new data collection tools in 2006–2007 to take better account of the impact of its work on entrepreneurs.

Each employee prepares and sends senior management a monthly report on meetings held, support offered and the results of that support. The SDECB still has to refine its tools to better specify the numbers of jobs and businesses created or maintained thanks to its support.

We analyzed the data on a sample of 162 entrepreneurs who benefited from the SDECB's services between 2003 and 2008. The information is exhaustive from many points of view, and includes type of business, type of service provided, locality and category of entrepreneurs—youth, women, immigrants, etc. The only information missing is the number of jobs created or maintained as a result of the SDECB's interventions and the incremental investments obtained.

We conducted two analyses using this information.

The following table presents the categories of entrepreneurs:

Profile	n = 162	Percentage
Immigrants	91, 13 of whom are visible minorities and 32 are women	56%
Women	72	44%
Youth	22, 19 of whom are immigrants	14%
Visible minorities	15, 13 of whom are immigrants	9%
Persons with disabilities	2, 1 of whom is an immigrant	1%

It is important to note that 56% of all entrepreneurs are immigrants. The other three FEDOs have not developed categories of entrepreneurs served, but it would be reasonable to think that the SDECB is the only FEDO that works with such a high proportion of immigrants.

The SDECB has established a mentoring and mentoree project.

The SDECB also established an association of Francophone women entrepreneurs in 2003. The Groupe de femmes entrepreneures francophones is primarily a support and discussion forum that offers activities tailored to the problems of business women in Vancouver. The group meets on the third Thursday of every month for a meal and a thematic facilitation session. The 41 themes to date have dealt with a wide variety of subjects, including, for example: the law, website promotion, service contracts, insurance, marketing and communication. About 120 Francophone women entrepreneurs in the Province have been exposed to the project. An average of 13 female entrepreneurs attended each meeting over the last five years. This average has passed from 5 in the first year to 18 in 2007-2008.

One hundred and sixteen (116) Francophone women entrepreneurs have created, maintained or improved 226 jobs. We also noted that women entrepreneurs make up 44% of all entrepreneurs. The 226 jobs created by female entrepreneurs represent over half of the total jobs created, maintained or improved as reported by the SDECB between 2003 and 2008.

In the following table, we see that work with entrepreneurs takes place mainly in Greater Vancouver (82% of the total). (The locality of one entrepreneur was not specified; hence n = 161.)

It is also interesting to note that the SDECB works with entrepreneurs living outside the province who want to prepare for their arrival in British Columbia. In these cases, the people in question contact the SDECB, which offers support in the areas of market information, regulations, etc.

Community	n = 161	Percentage
Vancouver (GVRD)	132	82%
Elsewhere in BC	19	12%
Quebec	5	3%
Ontario	1	1%
France	4	2%

The services offered to these 162 firms vary according to their needs. It may be a question of support preparing a business plan, sharing of information regarding Canadian regulations, support searching for financing, information about the market, or other services of the kind.

### 8.3.2. Results of entrepreneur survey—British Columbia

The following table presents the data regarding participation in the entrepreneur survey.

	BC
NUMBER OF NAMES SUBMITTED	162
NUMBER OF PEOPLE PHONED	162
NUMBER OUT OF SERVICE / WRONG NUMBER / COMMUNITY REPRESENTATIVE / DUPLICATE	61
VALID NUMBERS	101
MESSAGES LEFT 3 TIMES / INTERVIEWS SCHEDULED BUT NOT CONDUCTED	48
NUMBER OF PEOPLE CONTACTED	53
PEOPLE WHO COMMENTED BUT DID NOT RESPOND TO THE DETAILED QUESTIONNAIRE	8
<b>INTERVIEWS COMPLETED</b>	<b>45</b>
PERCENTAGE—INTERVIEWS COMPLETED / NAMES SUBMITTED	28%
PERCENTAGE—INTERVIEWS COMPLETED / VALID NAMES	45%
PERCENTAGE—INTERVIEWS / PEOPLE CONTACTED	85%

Out of the 53 respondents contacted, 45 responded to the questionnaire (7 businesses / projects were closed or closing, and 1 refused to participate).

In all cases, the respondents were business owners. The interviewer explained that it was necessary to count the owner as an employee.

The following data presents the survey results. (See the chapter annex for detailed results and questions.)

The survey highlights linked to the performance indicators are as follows:

### **NUMBER OF BUSINESSES CREATED, MAINTAINED OR EXPANDED**

The businesses break down into two categories in terms of their sales: they are primarily either small (39%) or larger (29%).

<b>APPROXIMATE SALES</b>	<b>BC</b>	<b>%</b>
UNDER \$31,500	11	39%
\$31,500 TO \$36,000	2	7%
\$36,001 TO \$65,000	2	7%
\$65,001 TO \$100,000	5	18%
OVER \$100,000	8	29%
TOTAL RESPONSES	28	100%
NUMBER OF INTERVIEWS COMPLETED		45
PERCENTAGE OF RESPONSES TO THIS QUESTION		62%

The response rate for this question was the lowest of the four FEDOs. The survey reveals no information that might explain this situation. A high proportion of respondents are immigrants. It could be that immigrants are less inclined to share this type of information in a survey, but we have no information in that regard.

- Total sales by category (28 responses):

Sixty-eight percent (68%) of those who answered the question indicated that the SDECB's assistance helped increase their sales, i.e. 23 of the 34 respondents.

The SDECB helped increase the sales of at least 51% of all respondents (23/45). The proportion is slightly higher for new businesses.

<b>HELPED TO INCREASE SALES</b>		<b>BC</b>	<b>%</b>
HELPED (YES)	NEW	9	75%
	EXISTING	14	64%
	<b>TOTAL</b>	<b>23</b>	<b>68%</b>

HELPED TO INCREASE SALES		BC	%
DID NOT HELP (NO)	NEW	3	25%
	EXISTING	8	36%
	<b>TOTAL</b>	<b>11</b>	<b>32%</b>
NUMBER OF RESPONSES			34
NUMBER OF INTERVIEWS COMPLETED			45
PERCENTAGE OF TOTAL RESPONDENTS WHO ANSWERED YES			51%

Of the 23 businesses that answered the question, the SDECB's assistance contributed to an increase of 11% or more in 68% of cases (15/22).

The SDECB helped increase sales by 11% or more for at least 33% of all respondents (15/45).

PERCENTAGE INCREASE IN SALES—ANSWERED YES	BC	%
UNDER 10%	7	32%
11% TO 20%	2	9%
21% TO 30%	4	18%
OVER 30%	9	41%
TOTAL RESPONDENTS TO THE QUESTION	22	96%
TOTAL RESPONDENTS WITH AN INCREASE OF 11% OR MORE	15	33%

### NUMBER OF JOBS CREATED OR MAINTAINED

Number of jobs before applying for SDECB assistance was 69.

Number of jobs after applying for SDECB assistance was 105.

This represents an increase of 36 jobs (52%), including an increase of 138% in new businesses (from a very small number) and 41% in existing businesses.

Entrepreneurs attribute 86% of these increases to SDECB assistance.

NUMBER BEFORE & AFTER—ALL		BC	% INCREASE
	NEW	8	

	EXISTING	61	
NUMBER BEFORE	TOTAL	69	
	NEW	19	
	EXISTING	86	
NUMBER AFTER	TOTAL	105	
	NEW	11	138%
	EXISTING	25	41%
NEW JOBS	TOTAL	36	52%
NUMBER OF NEW JOBS ATTRIBUTABLE TO SDECB		31	86%

### USEFULNESS OF SDECB ASSISTANCE AND DEGREE OF SATISFACTION

In the following table, the closer the average is to 1, the less the entrepreneurs were able to expand or launch their business on their own. Assistance from the SDECB made the difference in a little over half the cases of new entrepreneurs, and in a little under half the cases of existing businesses.

CREATION/MAINTENANCE POSSIBLE WITHOUT SUPPORT		BC
AVERAGE	NEW	2.50
AVERAGE	EXISTING	3.05
AVERAGE—ALL RESPONDENTS		2.92

The respondents were very satisfied with the services provided by the SDECB. The overall average is 4.45 on a scale from 1 to 5 (where 1 = very dissatisfied, and 5 = very satisfied). The percentage of the total respondents indicates the people who used the particular service.

DEGREE OF SATISFACTION— BRITISH COLUMBIA	YES	% OF TOTAL RESPONDENT S	AVERAGE
TRAINING	24	53%	4.67
BUSINESS PLAN	21	47%	4.52
MARKET INFO	20	45%	4.20
REGULATIONS	15	34%	4.73
ACCESS TO LABOUR	6	14%	4.60
PRIVATE FINANCING	5	11%	3.50
PUBLIC FINANCING	3	7%	3.67
<b>AVERAGE OVERALL SATISFACTION</b>			4.45

The respondents found the services provided by the SDECB to be very useful: the average was 4.62 on a scale where 1 = no use at all and 5 = very useful.

USEFULNESS	BC
AVERAGE—ALL RESPONDENTS	4.62



#### **8.4. Case study—British Columbia: the 2010 Olympic Games**

The 2010 Winter Olympics have already drawn the attention of Canadians. In terms of official languages, these Games have already distinguished themselves by the organizers' commitment to ensuring that French and English are used in the activities surrounding the event.

The SDECB has already invested substantial energy and resources to boosting the participation of Francophone entrepreneurs in British Columbia and from elsewhere in Canada as service and product providers for the Olympic Games.

The case study presents the SDECB's main activities in this regard.

The SDECB's involvement in the organization of the 2010 Olympic Games began at the very outset, when the city of Vancouver submitted its candidacy.

This led the SDECB to develop a strategy and ideas for using this international event as a platform to promote the Francophone community, particularly in terms of economic potential.

SDECB management has established strategic and political ties and contacts with provincial and federal decision makers involved in the Games.

The SDECB has been very involved in the process leading up to the hiring by the Fédération des francophones de Colombie-Britannique of a person responsible for coordinating the Francophone organizations involved in this file, notably by using the financial leverage provided by Service Canada.

The SDECB has been mandated to ensure the coordination and facilitation of the Economy and Tourism sector, and has formed a working committee, made up of various representatives from community organizations and a few entrepreneurs, to examine existing potential.

The committee has met several times, both in person and online, and this has served to draw up a list of economic activities that can be implemented during the Olympic Games.

These activities are part of a plan covering all the initiatives that the Francophone community of British Columbia would like to see realized for these Games.

An activity planning and prioritization exercise has served to direct the SDECB toward a few targeted actions.

The SDECB created a series of eight information workshops to inform Western entrepreneurs about the potential and processes for establishing business relations with all partners that make up the great Olympic family as purchasers of goods and services. These workshops have since been offered in Quebec, New Brunswick and Ontario.

Over 500 persons have attended these 15 workshops. There has been subsequent follow-up by many entrepreneurs wanting to position themselves as goods or services providers.

In the field of tourism, the SDECB has intervened with the other Western FEDOs and demonstrated the advantages of locating the coordination of the pan-Western Francophone Tourism Corridor (CTFO) in Vancouver, so as to profit from the visibility of the Olympic Games. Today, the CTFO is coordinated in British Columbia, and expects to generate significant leverage during the 2010 Olympic Games.

With the support of Industry Canada, the SDECB has produced a feasibility study to gauge the interest of Francophone entrepreneurs in British Columbia in purchasing promotional space in a planned brochure on the Vancouver–Whistler tourism corridor. This pre-feasibility study has yielded very encouraging results, as 62 businesses located in the corridor have signed up to purchase advertising space.

These Games-related activities have made it possible to establish partnerships with the provincial government and the Vancouver–Whistler Organizing Committee for the Winter Games.

At the moment, pending the creation of a Francophone area on Granville Island during the 2010 Olympic Games, the SDECB is preparing a project that will involve bringing Francophone entrepreneurs in the food-related occupations together at a gourmet trade show. The objective is to promote the know-how of restaurant industry professionals and the quality of Francophone gourmet products.

Until the opening of the Olympic Games, the SDECB is continuing to work to highlight the entrepreneurial and social Francophone community.

The case study is not yet able to determine the impact of these activities on job creation for Francophones in British Columbia and elsewhere in Canada. This could be the subject of an analysis following the Olympic Games.

## **8.5. Findings and conclusions—British Columbia**

In accordance with our mandate, we must report the findings regarding:

- best practices in terms of impacts.

### **Findings in terms of impacts**

The following table contains the Department's performance indicators and the main findings in terms of impacts.

<b>Impacts—Findings—British Columbia—SDECB—2003–2004 to 2007–2008</b>		
<b>Performance indicators</b>	<b>Quantitative data</b>	<b>Qualitative data</b>
<b>Community Planning</b>	For the years 2006–2007 and 2007–2008	Source: focus groups
<ul style="list-style-type: none"> <li>Number of activities that built capacity to manage and carry out planning projects</li> </ul>	16	<ul style="list-style-type: none"> <li>People noted a major change in the behaviours of Francophones and Francophone community groups. They have realized the economic advantage of the local Francophonie and its contribution to the region's economy.</li> <li>People said that the organization of certain social enterprise services generated substantial revenue and created jobs. They appreciated the support received from the SDECB in establishing this type of enterprise.</li> <li>The groups noticed significant growth of economic activity in French.</li> <li>The Nelson participants appreciated the partnership established with the municipality, which promotes</li> </ul>
<ul style="list-style-type: none"> <li>Number of situations in which community participation was facilitated</li> </ul>	78	
<ul style="list-style-type: none"> <li>Number of partnerships established or maintained</li> </ul>	35	
<b>Community Development</b>		
<ul style="list-style-type: none"> <li>Number of situations in which the capacity of community organizations was strengthened</li> </ul>	27	
<ul style="list-style-type: none"> <li>Number of community services or facilities improved</li> </ul>	2	

<b>Impacts—Findings—British Columbia—SDECB—2003–2004 to 2007–2008</b>		
<b>Performance indicators</b>	<b>Quantitative data</b>	<b>Qualitative data</b>
		<p>the added value of bilingualism. The city has established a twinning program with Baie-St-Paul in Quebec.</p> <ul style="list-style-type: none"> <li>• The participants from Comox said that Francophones have developed a close partnership with the municipal economic development agency, which facilitates the promotion of French in international trade missions.</li> <li>• The SDECB strongly supports the initiatives related to tourism and the Olympic Games.</li> <li>• The municipal authorities are committed and lending more promotion to the Francophone asset.</li> <li>• The communities met with could evolve from the project-planning phase to “community economic development plans” in the near future.</li> <li>• Mobilization of the various levels of government and access to resources is an important asset.</li> <li>• Satisfaction with the SDECB’s work was very high in the three focus groups.</li> </ul>

<b>Improvement of Business Productivity</b>	<b>2003–2004 to 2007–2008</b>	<b>Impact Study Findings</b>
<ul style="list-style-type: none"> <li>• Number of seminars and workshops / Number of training sessions held</li> </ul>	119	<ul style="list-style-type: none"> <li>• The SDECB helped create, maintain or expand 414 businesses between 2003 and 2008. This number has been confirmed. We saw the names and description of a sample of</li> </ul>
<ul style="list-style-type: none"> <li>• Number of people trained</li> </ul>	1,191	

<ul style="list-style-type: none"> <li>• Number of clients served / businesses that received support</li> </ul>	1,980	<p>businesses representing 39% of this total.</p> <ul style="list-style-type: none"> <li>• The SDECB helped create or maintain 403 jobs. We consider this figure valid. We can confirm the 226 jobs created or maintained in the women entrepreneurs network. Women entrepreneurs make up 44% of the total entrepreneurs who participated in the survey. If the other entrepreneurs had similar results, the total jobs created would be around 500. We had no other documentation on jobs created or maintained by</li> </ul>
<ul style="list-style-type: none"> <li>• Number of jobs created or maintained</li> </ul>	403	
<ul style="list-style-type: none"> <li>• Number of businesses created, maintained or improved</li> </ul>	414	
<ul style="list-style-type: none"> <li>• Total value of investments following direct intervention by SDECB</li> </ul>	\$205,000	
<ul style="list-style-type: none"> <li>• Usefulness of services provided</li> </ul>	4.51, scale from 1 to 5, where 1 = not very and 5 = very	

<ul style="list-style-type: none"> <li>Client satisfaction</li> </ul>	<p>4.27, scale from 1 to 5, where 1 = not very and 5 = very</p>	<p>each entrepreneur receiving assistance. However, the entrepreneurs themselves confirmed in the survey that 86% of new jobs were the result of SDECB assistance (31 of 36 new jobs). In addition, 68% of the entrepreneurs who answered the question said that the SDECB's assistance helped increase their sales. And 64% of respondents said that the SDECB helped increase their business's payroll.</p> <p>In the survey, the entrepreneurs said that:</p> <ul style="list-style-type: none"> <li>they were very satisfied with the services the SDECB provided;</li> <li>those services were very useful;</li> <li>68% of entrepreneurs who answered the question said that the SDECB helped improve their sales; and 59% of these said the increase was over 20%;</li> <li>the services the SDECB provided made the difference in about half the cases in terms of creating or improving the business.</li> </ul> <p>The SDECB does not compile data that can measure its leverage in terms of incremental investments. The survey provided no information on this subject.</p>
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## 8.6. Annex: Detailed responses—Entrepreneur survey—British Columbia

### Summary of results

- Degree of satisfaction with all services provided: average of 4.27 out of 5. The most useful services are training, assistance developing a business plan, market information and information about Canadian regulations.
- Few entrepreneurs received support accessing private or public financing; 5 respondents said they received support accessing private financing and 3 in accessing public financing.
- Of the 15 entrepreneurs who launched their business after receiving SDECB support:
  - 11, or 79%, indicated that the service was very useful: average of 4.73 on a scale from 1 to 5;
  - Half of these respondents could have launched their business without the SDECB's assistance; the other half could not;
  - 14 of these businesses now have 19 employees;
  - 5 businesses said that the SDECB's assistance helped increase the number of employees, adding 7 new employees (from 2 to 9); and 8 businesses said that the SDECB's assistance did not help increase the number of employees;
  - 12 businesses said that the SDECB's assistance allowed them to increase their payroll by at least 10%, 2 reported an increase between 11% and 20%, 1 an increase between 21% and 30%, and 3 an increase of 30% or more;
- 9 businesses indicated that the SDECB's assistance helped increase their sales by at least 10%.
- Of the 18 respondents whose business was already launched when they approached the SDECB:
  - 18, or 72%, indicated that the service was very useful: average of 4.56 on a scale from 1 to 5;
  - Over half the respondents could not have expanded their business without the SDECB's assistance;
  - The 25 businesses now have 83 employees;
  - 8 of these businesses indicated that the SDECB's assistance made it possible to increase the number of employees, from 11 to 35; so 24 new employees are attributed to the assistance from the SDECB;
  - 17 of these businesses indicated that the SDECB's assistance allowed them to increase their payroll, 5 of these by less than 10%, 1 by 11% to 20%, 3 by 21% to 30%, and 5 by over 30%;
  - 17 businesses indicated that the SDECB's assistance allowed them to increase their sales, 6 of them by less than 10%, 6 by 21% to 30%, and 5 by over 30%.
- Total sales by category (28 responses):

Approximate sales	Number of businesses
Under \$31,500	11
\$31,501 to \$36,000	2
\$36,001 to \$65,000	2
\$65,001 to \$100,000	5
\$100,001 or more	8

- Total salaries paid at present (21 responses): \$1,817,000
- Number of employees before applying for SDECB services: 69
- Present number of employees: 105
- Number of new employees: 44
- Estimated number of new employees due to SDECB assistance: 31.
- Degree of satisfaction with all services provided: average of 4.27 out of 5.

### Detailed responses

#### 1. Services received and degree of satisfaction

*I would like to ask about the type of service you received from (name of organization) and your satisfaction with this service. I am going to name a few services for you. First, say whether you have used the service, yes or no. If yes, tell me how satisfied you were with this service. We will use a scale where 1 = very dissatisfied and 5 = very satisfied.*

(45 respondents)

Service received	Yes	Satisfaction			No	No response
		Average	Standard deviation	Median		
1.1 Training	24	4.67	0.48	5	21	0
1.2 Assistance developing a business plan	21	4.52	0.81	5	24	0
1.3 Information about government regulations	15	4.73	0.46	5	29	1
1.4 Market information	20	4.20	1.24	5	24	1
1.5 Access to labour	6	4.60	0.89	5	38	1
1.6 Access to private capital (loan applications)	5	3.50	1.73	4	39	1
1.7 Access to public capital (grant applications)	3	3.67	1.53	4	39	3

#### Private financing obtained

*(If “Yes” to question 1.6): Can you give me an idea of the private financing you obtained thanks to the support of (name the organization), whether as a loan or private capital, including your own capital investment:*

Amount of private financing	Number of entrepreneurs (2 responses out of 5)
Under \$10,000	1
\$10,001 to \$20,000	0
\$20,001 to \$30,000	1



\$30,001 to \$40,000	0
\$40,001 to \$50,000	0
\$50,001 to \$100,000	0
\$100,001 or more	0

### Public financing obtained

*(If “Yes” to question 1.7): Can you give me an idea of the public financing you obtained thanks to the support of (name the organization), whether as a municipal provincial or federal grant or contribution:*

Amount of public financing	Number of entrepreneurs (1 response out of 3)
Under \$10,000	1
\$10,001 to \$20,000	0
\$20,001 to \$30,000	0
\$30,001 to \$40,000	0
\$40,001 to \$50,000	0
\$50,001 to \$100,000	0
\$100,001 or more	0

### 2. Year in which a FEDO service was obtained for the first time

*What year did your business first receive a service from the FEDO?*

Year	Number of entrepreneurs (44 responses out of 45)
1996	1
1998	2
2000	1
2001	2
2002	1
2003	3
2004	2
2005	8
2006	13
2007	9
2008	2

### 3. News businesses and existing businesses

*Was your business already established when you received this service? (Yes / No)*

(43 responses out of 45)

- 15 new businesses
- 28 existing businesses (already established)

**SECTION A - NEW BUSINESSES**

(15 new businesses)

## 4. Assistance with business start-up

*Did the service provided by the FEDO help start up your business? (Yes / No)*

- 4.1. *If yes, on the following scale, how useful was this service in starting up your business? (1 = no use at all; 5 = very useful)*

(15 respondents)

	Yes	Usefulness			No	No response
		Average	Standard deviation	Median		
Start-up assistance	11 (79%)	4.73	0.65	5	3 (21%)	1

5. *On a scale from 1 to 5 (1= impossible; 5 = very possible), would you have been able to start up your business without the support/service provided by the organization?*

(6 QUANTIFIED responses and 7 “yes”)

n=6	Possibility		
	Average	Standard deviation	Median
Start-up possible without the support/service provided by the organization?	2.50	1.38	3

## 6. How many employees does your business now have?

- 14 businesses totalling 19 employees at present (min = 1, max = 5)

- 6.1. Did the service you received from the FEDO help increase the number of jobs in your business? Yes / No

- 6.2. *If yes, how many employees did you have before the organization provided you with a service? (Note: this will be 0 in the case of a new business.)*

- 5 businesses answered “yes”  
9 employees versus 2 before applying for the service (7 new employees)
- 8 businesses answered “no”

7. *Can you tell me approximately how much your business pays in salaries, including your own salary?*

- The 8 businesses that responded totalled \$375,000 in salaries (6 refused to answer, 1 gave no response)

8. Can you tell me the number of employees you have in each of the following categories? Each category corresponds to a tax bracket.

Income category	Total number of employees (7 responses)
Under \$31,500	6
\$31,501 to \$36,000	3
\$36,001 to \$65,000	1
\$65,001 to \$100,000	1
\$100,001 or more	1

9. Can you tell me whether the service provided by the FEDO helped increase the total amount of salaries? (Yes / No)

- 7 businesses answered “yes”
- 4 businesses answered “no”

9.1. If yes, can you give me an estimate of the percentage of that increase since the creation of your business?

Percentage increase	Number of businesses (6 responses)
Under 10%	3
11% to 20%	0
21% to 30%	1
30% or more	2

10. Can you tell me your approximate total sales for your last fiscal year (gross, before expenses and deductions)?

Approximate sales	Number of businesses (9 responses)
Under \$31,500	4
\$31,501 to \$36,000	0
\$36,001 to \$65,000	0
\$65,001 to \$100,000	2
\$100,001 or more	3

11. Did the service provided by the FEDO help increase your sales? (Yes / No)

- 9 businesses answered “yes”

- 3 businesses answered “no”

11.1. *If yes, can you give me an idea of the percentage increase since the start-up of the business?*

Percentage increase	Number of businesses (8 responses)
Under 10%	2
11% to 20%	1
21% to 30%	1
30% or more	4

## SECTION B – EXISTING BUSINESSES

12. Assistance with maintaining/expanding the business

*Did the service provided by the FEDO help maintain/expand your business? (Yes / No)*

12.1. *If yes, on the following scale, how useful was this service in maintaining or expanding your business? (1 = no use at all; 5 = very useful)*

n =28	Yes	Usefulness			No	No response
		Average	Standard deviation	Median		
Assistance with maintenance/expansion	18 (72%)	4.56	0.78	5	7 (28%)	3

13. On a scale from 1 to 5 (1= impossible; 5 = very possible), would you have been able to maintain/expand your business without the support/service provided by the organization?

n=18	Possibility		
	Average	Standard deviation	Median
Maintenance/expansion possible without the support/service provided by the organization?	3.06	1.39	3

14. How many employees does your business now have?

- 25 businesses totalling 83 employees at present (min = 1, max = 26)

14.1. Did the service you received from (*name the organization*) help increase the number of jobs in your business? Yes / No

14.2. If yes, how many employees did you have before (*name the organization*) provided you a service? (Note: this will be 0 in the case of a new business.)

- 8 businesses answered “Yes”  
35 employees versus 11 before applying for the service (24 new employees)
- 17 businesses answered “No”

15. Can you tell me approximately how much your business pays in salaries, including your own salary?

- The 13 businesses that responded totalled \$1,442,000 in salaries.  
(2 gave no response, 13 refused to respond)

16. Can you tell me the number of employees you have in each of the following categories?  
Each category corresponds to a tax bracket.

Income category	Total number of employees (18 respondents)
Under \$31,500	42
\$31,501 to \$36,000	17
\$36,001 to \$65,000	10
\$65,001 to \$100,000	4
\$100,001 or more	0

17. Can you tell me whether the service provided by the FEDO helped increase the total amount of salaries? (Yes / No)

- 14 businesses answered “yes”
- 8 businesses answered “no”

17.1. If yes, can you give me an estimate of the percentage of that increase since the creation of your business?

Percentage increase	Number of businesses (14 respondents)
Under 10%	5
11% to 20%	1
21% to 30%	3
30% or more	5

18. Can you tell me your approximate total sales for your last fiscal year (gross, before expenses and deductions)?

Approximate sales	Number of businesses (19 responses)
Under \$31,500	7
\$31,501 to \$36,000	2
\$36,001 to \$65,000	2
\$65,001 to \$100,000	3
\$100,001 or more	5

19. Did the service provided by the FEDO help increase your sales? (Yes / No)

- 18 businesses answered “yes”
- 6 businesses answered “no”

19.1. If yes, can you give me an idea of the percentage increase since the start-up of the business?

Percentage increase	Number of businesses (16 responses)
Under 10%	7
11% to 20%	0
21% to 30%	6
30% or more	5