

Business Development Bank of Canada

GUIDELINES

RESULTS-BASED ACTION PLAN

IMPLEMENTATION OF SECTION 41 OF THE *OFFICIAL LANGUAGES ACT* 2010-2013

Background

Section 41 of the *Official Languages Act* (OLA) commits federal institutions to take positive measures to:

- enhance the vitality of the English and French linguistic minority communities in Canada and support and assist their development; and
- foster the full recognition and use of both English and French in Canadian society.

Federal institutions subject to the Accountability Framework for the Implementation of Sections 41 and 42 of the OLA (commonly called “designated institutions”) are required to submit an annual or multi-year action plan as well as an annual report on results to the Department of Canadian Heritage.

Why prepare an action plan?

Your institution's action plan:

- demonstrates your institution's commitment and in a structured way documents the various actions it plans to undertake to fulfill its role and responsibilities under section 41 of the OLA;
- establishes a link between the priorities of official-language minority communities (OLMCs) and your institution's mandate;
- reports on the progress your institution wants to make to contribute to the development of OLMCs and the promotion of official languages; and
- identifies activities your institution plans to undertake to achieve this progress.

What must your action plan contain?

The action plan must set out:

- the **activities** planned for the year to achieve the expected results;
- the expected **outputs** of these activities; and
- the **indicators** that will show progress in achieving the expected results.

Your action plan must also include general information on your institution, the period covered by the plan, a detailed action plan, a distribution list and a **two-page summary of the progress expected** during the period covered by the plan.

Who is interested in your action plan?

In addition to the Department of Canadian Heritage, various stakeholders have an interest, particularly the Senate and House of Commons Standing Committees on Official Languages, the Office of the Commissioner of Official Languages, and OLMC organizations.

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The activities must be grouped under the following six **expected results**:

A. Awareness

Expected result: Creation of lasting changes in federal institution organizational culture; employees and management are aware of and understand their responsibilities regarding section 41 of the *Official Languages Act* and OLMCs.

- Activities to raise awareness, on the part of employees and senior managers, of the promotion of official languages, OLMC priorities and the potential impact of your institution's various actions as concerns the implementation of section 41

B. Consultations

Expected result: Creation of lasting relationships between the federal institution and OLMCs; federal institution and OLMCs understand each other's needs and mandates.

- Activities enabling your institution to consult OLMCs on their priorities or on your institution's various initiatives, policies or programs

C. Communications

Expected result: OLMC culture reflects a broad understanding of the federal institution's mandate; OLMCs receive up-to-date and relevant information about the federal institution's programs and services.

- Activities enabling your institution to communicate with OLMCs about its programs and services as well as communicating information relating to OLMCs

D. Coordination and liaison

Expected result: Co-operation with multiple partners to enhance OLMC development and vitality and to share best practices.

- Activities involving coordination and liaison with other government bodies (federal, provincial/territorial or municipal)

E. Funding and program delivery

Expected result: OLMCs are part of the federal institution's regular clientele and have adequate access to its programs and services; OLMC needs (e.g. geographic dispersion and development opportunities) are taken into account.

- Activities relating to funding and program delivery that will contribute to the development of OLMCs or the promotion of official languages

F. Accountability

Expected result: Full integration of the OLMC perspective and section 41 of the OLA into the federal institution's policies, programs and services; the reporting structure, internal evaluations and policy reviews determine how to better integrate OLMCs' perspective.

- Activities that aim to integrate the implementation of section 41 of the OLA into institutional mechanisms

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Glossary

Activities: *Actions* or *work* undertaken to produce *outputs*. What we do to reach results: a direct link.

Official-language minority communities (OLMCs): French-speaking communities living in a territory or province other than Quebec, and English-speaking communities living in Quebec. These are the "English and French linguistic minority communities in Canada" referred to in section 41 of the OLA.

Outputs: Direct *products* or *services* resulting from the activities, policies, programs or initiatives of an organization.

Indicators: *Elements* of meaningful *information* used to measure progress towards achieving expected results; indicators can be quantitative (resulting from *data collection*) or qualitative (resulting from the *observation* of a phenomenon).

Results/progress: *Changes* or *effects* directly attributable to the activities, policies, programs or initiatives of an organization

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RESULTS-BASED ACTION PLAN

IMPLEMENTATION OF SECTION 41 OF THE *OFFICIAL LANGUAGES ACT* 2010-2013

General information and period covered

Federal institution: Web site:	Business Development Bank of Canada 5 Place Ville Marie Montreal, Quebec H3B 5E7 www.bdc.ca
Minister responsible:	The Honourable Tony Clement Minister of Industry
Senior official(s) responsible for implementation of section 41 of OLA (e.g., Assistant Deputy Minister or Official Languages Champion):	Mr. Jean-René Halde, President & Chief Executive Officer Ms. Mary Karamanos, Senior Vice President, Human Resources and Official Languages Champion
General mandate of federal institution (4 to 5 lines – This summary of the mandate will be published in the Annual Report on Official Languages tabled in Parliament):	BDC is Canada's business development bank. From 100 offices across the country, BDC promotes entrepreneurship by providing highly tailored financing, venture capital and consulting services to entrepreneurs.
National coordinator responsible for implementation of section 41: Exact title: Telephone no.: E-mail:	Sarah Cavanagh Advisor, Workforce Initiatives 5 Place Ville Marie, Suite 500, Montreal, Quebec H3B 5E7 sarah.cavanagh@bdc.ca
Regional coordinators (if any): Exact titles: Telephone nos.: E-mails:	Not applicable

Summary of the Main Progress Expected During the Period Covered by the Action Plan

Maximum two-page summary of progress expected according to the following categories:

- **Awareness**

BDC will continue to promote understanding and awareness of official languages to both our leaders and employees. Articles will continue to be published in BDC's newsletter to keep employees and leaders informed of the Official Languages Act and BDC's responsibility. All new employees will receive an Official Languages tip sheet in their Welcome Kit outlining BDC's responsibilities as a Crown Corporation, our designated bilingual branches, and what it means for them as employees. As well, language training remains a priority and managers will continue to encourage their employees to enhance their second-language skills, especially in our designated bilingual branches.

- **Consultations**

BDC will continue its focused consultation with the francophone community outside Quebec and with the Anglophone community within Quebec.

- **Communications**

As part of its advertising strategy, BDC will continue to advertise in minority language media across Canada with a focus in professional periodicals/media. BDC also advertises all job postings in English and French, in both designated and non-designated bilingual areas, throughout Canada.

- **Coordination and liaison**

Our champion, a senior executive member, will continue to participate at the annual meetings for the Champions of Official Languages. BDC's National coordinator will regularly attend and participate at meetings for official languages and works closely with senior management and branch management.

- **Funding and program delivery**

BDC's contribution to the application of Part VII of the Official Languages Act (OLA) is realized through its mandate of providing small and medium-sized businesses with flexible financing, affordable consulting services and venture capital. BDC supports the needs of entrepreneurs at every stage of growth.

- **Accountability**

BDC's branch network continues to develop local and provincial initiatives in conjunction with OLMCs. Since these initiatives are the result of business development efforts by BDC employees they will continue to meet with OLMC representatives through their involvement with these groups, in formal and informal consultations organized by BDC and other organizations. BDC will continue to negotiate loans and the BDC Consulting will continue to provide services to OLMCs. Local employees will continue to seek out opportunities to collaborate or partner in initiatives that will contribute to the development and recognition of French and English across Canada. BDC's Human Resources Department is responsible for coordinating the application of Part VII. The operational employees in more than 100 locations under the direction of 20 Vice Presidents actually carry out the application. The strategy regarding responsibility reflects the BDC's

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organizational structure and its mechanisms for ensuring accountability. BDC integrates the application of Part VII in its daily operations in promoting Canada's two official languages in its mandate and organizational priorities. Through business development, membership in associations, partnerships, financial services and consulting groups, BDC maintains an active presence nationwide in relation to the official language minority communities.

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A. AWARENESS (In-house activities)

[Training, information, orientation, awareness, communication and other activities carried out **in-house** in order to educate employees and/or senior managers of the federal institution about linguistic duality and the priorities of OLMCs; senior manager performance contracts and recognition programs; consideration of the viewpoints of OLMCs in research, studies and investigations carried out in-house.]

<p>Planned activities to achieve the expected result</p> <p><i>What activities will be carried out during the period covered? What will be done?</i></p>	<p>Expected outputs</p> <p><i>What products or services will flow from the activities carried out during the period covered?</i></p>	<p>Indicators to measure progress in achieving the expected result</p> <p><i>What information will you use to show progress in achieving the above result? How can you demonstrate and measure this change?</i></p>	<p>Expected result</p>
<ul style="list-style-type: none"> ▪ Continue to inform leaders on BDC's responsibilities as it pertains to the <i>Official Language Act</i>. The leaders, in turn, will disseminate the information to their employees ▪ Continue to publish articles on Official Languages in BDC's newsletter to keep employees informed and to enhance employees' and leaders' knowledge of the <i>Official Languages Act</i> and BDC's responsibility ▪ Leaders to continue to encourage employees to enhance their second-language skills especially in locations designated bilingual for service to the public ▪ Develop an official languages resource centre on the employee portal to keep employees informed and support management in the daily application of the OLA. ▪ Provide a tip sheet to new employees and leaders about Official Languages and our responsibilities as a Crown Corporation. 	<ul style="list-style-type: none"> • Through these various communication tools, employees and leaders will be more aware of BDC's responsibilities in regards to official languages and the importance of promoting the bilingual character of Canada and will be better equipped to answer the needs of OLMCs and carry out BDC's official languages responsibilities. 	<ul style="list-style-type: none"> ▪ Employee satisfaction via internal annual online survey ▪ Increase in bilingual resources for designated bilingual locations ▪ Internal Audit results 	<p>Creation of lasting changes in federal institution organizational culture; employees and management are aware of and understand their responsibilities regarding section 41 of the <i>Official Languages Act</i> and OLMCs.</p>

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B. CONSULTATIONS (Sharing of ideas and information with OLMCs)

[Activities (e.g. committees, discussions and meetings) through which the federal institution consults the OLMCs and interacts with them to identify their needs and priorities or to understand potential impacts on their development; activities (e.g. round tables and working groups) to explore possibilities for cooperation within the existing mandate of the federal institution or as part of developing a new program or new policy; participation in consultations with OLMCs coordinated by other government bodies; consultation of OLMCs by regional offices to determine their concerns and needs.]

<p><u>Planned activities to achieve the expected result</u></p> <p><i>What activities will be carried out during the period covered? What will be done?</i></p>	<p><u>Expected outputs</u></p> <p><i>What products or services will flow from the activities carried out during the period covered?</i></p>	<p><u>Indicators to measure progress in achieving the expected result</u></p> <p><i>What information will you use to show progress in achieving the above result? How can you demonstrate and measure this change?</i></p>	<p>Expected result</p>
<ul style="list-style-type: none"> ▪ Through various networking and business development activities as well as memberships and partnerships with business associations, BDC will continue its focused consultation with the francophone community outside Quebec and with the Anglophone community within Quebec ▪ Continue our participation and contribution to <i>Les Lauriers de la PME</i> 	<ul style="list-style-type: none"> • BDC to enhance its profile with OLMCs across the country • Increased memberships and partnerships with OLMC associations 	<ul style="list-style-type: none"> ▪ Increase in number of partnership agreements with Community Futures Development Corporations (CFDCs) ▪ Number of memberships and partnerships with OLMC business associations ▪ Annual meetings attended to promote official languages ▪ Dedicate funds and resources for the participation and contribution to <i>Les Lauriers de la PME</i> 	<p>Creation of lasting relationships between the federal institution and OLMCs; federal institution and OLMCs understand each other's needs and mandates.</p>

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C. COMMUNICATIONS (Transmission of information to OLMCs)

[External communications activities to inform OLMCs about the activities, programs and policies of the federal institution and to promote the bilingual character of Canada; inclusion of OLMCs in all information and distribution lists; use of the federal institution's Web site to communicate with OLMCs.]

<p><u>Planned activities to achieve the expected result</u></p> <p><i>What activities will be carried out during the period covered? What will be done?</i></p>	<p><u>Expected outputs</u></p> <p><i>What products or services will flow from the activities carried out during the period covered?</i></p>	<p><u>Indicators to measure progress in achieving the expected result</u></p> <p><i>What information will you use to show progress in achieving the above result? How can you demonstrate and measure this change?</i></p>	<p>Expected result</p>
<ul style="list-style-type: none"> • As part of its advertising strategy, BDC will continue to advertise in minority language media across Canada with a focus in professional periodicals/media • BDC will continue advertising all job postings in English and French, in both designated and non-designated bilingual areas, throughout Canada. • BDC will contribute article topics to the Bulletin 41-42 	<ul style="list-style-type: none"> • BDC to enhance its profile with OLMCs across the country • BDC to enhance its reach to attract applicants from the OLMC communities 	<ul style="list-style-type: none"> ▪ Enhanced outreach to minority language communities ▪ Increase number of bilingual employees 	<p>OLMC culture reflects a broad understanding of the federal institution's mandate; OLMCs receive up-to-date and relevant information about the federal institution's programs and services.</p>

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D. COORDINATION AND LIAISON (Does not include funding – Internal coordination and liaison with other government institutions)

[Coordination activities (research, studies, meetings, etc.) carried out by the federal institution itself along with other federal institutions or other orders of government; participation in activities organized by other federal institutions, other orders of government, etc.; participation of official languages champions, national and regional coordinators, and others in various government forums.]

<p><u>Planned activities to achieve the expected result</u></p> <p><i>What activities will be carried out during the period covered? What will be done?</i></p>	<p><u>Expected outputs</u></p> <p><i>What products or services will flow from the activities carried out during the period covered?</i></p>	<p><u>Indicators to measure progress in achieving the expected result</u></p> <p><i>What information will you use to show progress in achieving the above result? How can you demonstrate and measure this change?</i></p>	<p>Expected result</p>
<ul style="list-style-type: none"> ▪ Champion, a senior executive member, continues to participate at the annual meetings for the Champions of Official Languages ▪ National coordinator attends and participates at meetings for official languages and works closely with senior management and branch management 	<ul style="list-style-type: none"> ▪ Ensure the integration of OLA 	<ul style="list-style-type: none"> ▪ Enhanced understanding and integration of section 41 of the <i>Official Languages Act</i> 	<p>Co-operation with multiple partners to enhance OLMC development and vitality and to share best practices.</p>

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E. FUNDING AND PROGRAM DELIVERY

[Implementation of the federal institution's programs and delivery of its services; funding, alone or in cooperation with other federal institutions, of OLMC projects; inclusion of the needs of OLMCs in the delivery of the federal institution's programs and services.]

<p><u>Planned activities to achieve the expected result</u></p> <p><i>What activities will be carried out during the period covered? What will be done?</i></p>	<p><u>Expected outputs</u></p> <p><i>What products or services will flow from the activities carried out during the period covered?</i></p>	<p><u>Indicators to measure progress in achieving the expected result</u></p> <p><i>What information will you use to show progress in achieving the above result? How can you demonstrate and measure this change?</i></p>	<p>Expected result</p>
<ul style="list-style-type: none"> BDC's contribution to the application of Part VII of the Official Languages Act (OLA) is realized through its mandate of delivering financial, investment and consulting services to Canadian small businesses, with a particular focus on the technology and export sectors of the economy. 	<ul style="list-style-type: none"> Ensure that OLMC entrepreneurs have equal access to BDC's services Increased number of partnerships with the Community Futures Development Corporations (CFDCs). 	<ul style="list-style-type: none"> Number of partnerships with the Community Futures Development Corporations (CFDCs). 	<p>OLMCs are part of the federal institution's regular clientele and have adequate access to its programs and services; OLMC needs (e.g. geographic dispersion and development opportunities) are taken into account.</p>

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F. ACCOUNTABILITY

[Activities through which the federal institution integrates its work on the implementation of section 41 of the OLA into departmental planning and accountability mechanisms (e.g. report on plans and priorities, departmental performance report, departmental business plan and status report on implementation of section 41 of the OLA); internal audits and evaluations of programs and services; regular review of programs and services as well as policies by senior managers of the federal institution to ensure implementation of section 41 of the OLA.]

<p><u>Planned activities to achieve the expected result</u></p> <p><i>What activities will be carried out during the period covered? What will be done?</i></p>	<p><u>Expected outputs</u></p> <p><i>What products or services will flow from the activities carried out during the period covered?</i></p>	<p><u>Indicators to measure progress in achieving the expected result</u></p> <p><i>What information will you use to show progress in achieving the above result? How can you demonstrate and measure this change?</i></p>	<p>Expected result</p>
<ul style="list-style-type: none"> ▪ BDC's branch network continues to develop local and provincial initiatives in conjunction with OLMCs. Since these initiatives are the result of business development efforts by BDC employees they will continue to meet with OLMC representatives through their involvement with these groups through formal and informal consultations organized by BDC and other organizations. BDC Financing will continue to negotiate loans and BDC Consulting will continue to provide services to OLMCs, and local employees will continue to seek out opportunities to collaborate or partner in initiatives that will contribute to the development and recognition of French and English across Canada. ▪ BDC's Human Resources Department is responsible for coordinating the application of Part VII. The operational employees in more than 100 branches under the direction of 20 Vice Presidents actually carry out the application. The strategy regarding responsibility reflects the BDC's organizational structure and its mechanisms for ensuring 	<ul style="list-style-type: none"> ▪ Memberships and partnerships with various OLMC business associations 	<ul style="list-style-type: none"> ▪ Integration of section 41 of the Official Languages Act in our daily business operations. 	<p>Full integration of the OLMC perspective and section 41 of the OLA into the federal institution's policies, programs and services; the reporting structure, internal evaluations and policy reviews determine how to better integrate OLMCs' perspective.</p>

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<p>accountability.</p> <ul style="list-style-type: none">▪ BDC integrates the application of Part VII in its daily operations in promoting Canada's two official languages in its mandate and organizational priorities. Through business development, membership in associations, partnerships, financial services and consulting groups, BDC maintains an active presence nationwide in relation to the official language minority communities.			
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Distribution list

In addition to being submitted to Canadian Heritage, your action plan should also be sent to interested parliamentary and community stakeholders.

- **Clerk of the House of Commons Standing Committee on Official Languages**
See the Committee's Web site for the Clerk's contact information:
(<http://www2.parl.gc.ca/CommitteeBusiness/CommitteeContact.aspx?Language=E&Mode=1&Parl=40&Ses=2&Cmte=LANG>)
- **Clerk of the Senate Standing Committee on Official Languages**
See the Committee's Web site for the Clerk's contact information:
(http://www.parl.gc.ca/common/Committee_SenContact.asp?Language=E&Parl=39&Ses=2&comm_id=595)
- **Commissioner of Official Languages**
See the Web site of the Office of the Commissioner of Official Languages for contact information:
(http://www.ocol-clo.gc.ca/html/contact_e.php#ho)
- **Community organizations** (OLMC and other interested organizations)
Indicate to which community organizations you will be sending your action plan. In addition to existing partners, you might want to include potential partners, i.e. groups that could be interested in your institution's work. Among other things, this information will allow Canadian Heritage to have a better understanding of your institution's partners.

Federal institutions should publish their action plan on their Web site.

Exact Web address of your institution's action plan:

http://www.bdc.ca/en/about/Corporate++Governance/legal_page.htm

See Treasury Board Secretariat guidelines on Internet posting – Communications Policy of the Government of Canada:

<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12316>