

# Business Development Bank of Canada

## GUIDELINES

### REPORT ON RESULTS

#### IMPLEMENTATION OF SECTION 41 OF THE *OFFICIAL LANGUAGES ACT* 2009–2010

#### 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 a report on results?

Your institution's report on results:

- demonstrates its commitment and in a structured way documents the various actions it undertook to fulfill its role and responsibilities under section 41 of the OLA;
- demonstrates that it took into consideration the priorities of official-language minority communities (OLMCs) on the basis of its mandate; and
- reports on the activities it carried out and the progress it made to contribute to the development of OLMCs and the promotion of official languages.

Moreover, the reports on results of designated federal institutions are used to produce the *Annual Report on Official Languages* that the Minister of Canadian Heritage is required to submit every year to Parliament under section 44 of the OLA.

#### What must your report on results contain?

The report on results must set out:

- the **activities carried out** during the reporting year to achieve the expected results;
- the **outputs** of these activities; and
- the **progress made** in achieving the expected results.

Your report must also include general information on your institution, a detailed report, a report distribution list and a **summary, of no more than 550 words, of the progress made by your institution** during the reporting year, that is to say “success stories”.

#### Who is interested in your report on results?

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**. It is essential that your report describes how the activities carried out have contributed to making progress in achieving these 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 aimed at raising 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 that enabled 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 aimed at 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 that involved 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, aimed at contributing 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 aimed at integrating the implementation of section 41 of the OLA into institutional mechanisms

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## Glossary

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**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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## ANNUAL REPORT ON RESULTS IMPLEMENTATION OF SECTION 41 OF THE OFFICIAL LANGUAGES ACT 2009-2010

### General information

Federal institution: Web site:	Business Development Bank of Canada 5 Place Ville Marie Montreal, Quebec H3B 5E7 <a href="http://www.bdc.ca">www.bdc.ca</a>
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
<b>General</b> 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 <a href="mailto:sarah.cavanagh@bdca.ca">sarah.cavanagh@bdca.ca</a>
Regional coordinators (if any): Exact titles: Telephone nos.: E-mails:	Not applicable

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## Summary of the main progress made by your institution in 2009–2010

The summary submitted to Canadian Heritage must state the progress your institution wants to highlight in the *Annual Report on Official Languages* submitted annually to Parliament by the Minister of Canadian Heritage. This report is reviewed by various government and community stakeholders. Your institution is therefore encouraged to describe the **progress made** as a result of the activities it carried out during the reporting year.

**We recommend that you consult with analysts from the Interdepartmental Coordination Directorate to prepare your summary prior to submitting it for various levels of approval at your institution. The analyst responsible for your institution can help you highlight the progress made by your institution for the purposes of the Annual Report on Official Languages.**

**Maximum 550-word summary according to the following categories:**

### **Awareness**

- BDC continues to keep employees informed of its activities for part VII of the *Official Languages Act (OLA)* by making its annual report available on its corporate website and by distributing the *Bulletin 41-42* to their branches and head office. New employees are given tip sheets on BDC's responsibilities regarding all parts of the Official Languages Act. The BDC Newsletter regularly publishes articles to enhance employee's knowledge of the OLA.

### **Consultations**

- BDC continues its consultation with the official language minority communities (OLMCs) throughout Canada through various networking and business development activities as well as memberships and partnerships with associations. Several local initiatives and activities took place during the year resulting in BDC representatives increasing their knowledge of community priorities and challenges.

### **Communications**

- To ensure that official-language communities were provided with up to date information, BDC placed advertisements in numerous periodicals across the country as part of its advertising strategy. Its employees gained better knowledge of the communities by participating in many community events.

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## Coordination and liaison

- The BDC national coordinator continues to attend all meetings pertaining to official languages. These activities give BDC more insight to best practices shared with other federal institutions and strengthen the partnerships at the federal level. Partnerships with organizations that serve the OLMCs continue to be sought and signed agreements currently exist in Prince Edward Island, Nova Scotia, New Brunswick, Ontario, Manitoba and Alberta.

## Funding and program delivery

- BDC continues to support the development of community vitality by providing small and medium sized businesses with flexible financing, affordable consulting services and venture capital. BDC's business solutions help entrepreneurs at every stage of growth.

## Accountability

- The application of Part VII is integrated into BDC's daily operations, in its mandate and organizational priorities. It maintains an active presence nationwide in relation to the OLMCs and submitted its action plan and status report to Canadian Heritage. BDC's Human Resources Department is responsible for coordinating the application of Part VII. The operational employees in more than 100 branches under the leadership of 20 Vice Presidents actually carry out the application. The strategy regarding responsibility reflects BDC's organizational structure and its mechanisms for ensuring accountability.

## NAME OF FEDERAL INSTITUTION

### 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><b>Activities carried out to achieve the expected result</b></p> <p><i>What activities were carried out during the reporting year? What was done?</i></p>	<p><b>Outputs</b></p> <p><i>What products or services came from the activities carried out during the reporting year?</i></p>	<p><b>Progress made in achieving the expected result</b></p> <p><i>What has changed as a result of the activities carried out during the reporting year?</i></p>	<p><b>Expected result</b></p>
<ul style="list-style-type: none"> <li>▪ BDC continues to publish articles on Official Languages in its internal newsletter to keep employees informed and to enhance employees' and leaders' knowledge of the <i>Official Languages Act</i> and BDC's responsibility.</li> <li>▪ BDC continues to inform its leaders on BDC's responsibilities as it pertains to all aspects of the <i>Official Languages Act</i>. The leaders, in turn, disseminate the information to their employees.</li> <li>▪ New employees are kept informed of BDC's responsibilities regarding Official Languages.</li> <li>▪ Leaders continue to encourage employees to enhance their second-language skills especially in locations designated bilingual for service to the public</li> </ul>	<ul style="list-style-type: none"> <li>▪ This year the following articles were published: BDC's Report; Bilingual Active Offer: A Quick Refresher; The Official Languages Act Celebrates its 40<sup>th</sup> Anniversary; Helping Toronto's Francophone Entrepreneurs Succeed</li> <li>▪ All new BDC employees receive a tip sheet about all aspects of Official Languages as part of their Welcome Kit.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employees and leaders are more aware of the importance of promoting the bilingual character of Canada</li> <li>▪ BDC's Employee satisfaction survey includes a question about how fairly employees feel they are treated based on their preferred language. In 2009, the results indicated that 85% of employees feel they are fairly treated regarding language.</li> <li>▪ All new employees received an Official Languages tip sheet in 2009-2010. This ensures that new employees are aware of BDC's responsibilities regarding Official Languages and contributes to promoting the bilingual culture and work environment at BDC.</li> <li>▪ In fiscal year 2010, BDC spent a total of \$172 563 on second language training. 48.5% of BDC's workforce is bilingual.</li> </ul>	<p><b>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.</b></p>

## NAME OF FEDERAL INSTITUTION

### 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><b><u>Activities carried out to achieve the expected result</u></b></p> <p><i>What activities were carried out during the reporting year? What was done?</i></p>	<p><b><u>Outputs</u></b></p> <p><i>What products or services came from the activities carried out during the reporting year?</i></p>	<p><b><u>Progress made in achieving the expected result</u></b></p> <p><i>What has changed as a result of the activities carried out during the reporting year?</i></p>	<p><b>Expected result</b></p>
<ul style="list-style-type: none"> <li>▪ BDC continues its efforts to partner with organizations that serve the Francophone communities outside Quebec and Anglophone communities within Quebec.</li> <li>▪ BDC continues its consultation with the official language minority communities (OLMCs) throughout Canada through various networking and business development activities as well as memberships and partnerships with associations. Several local initiatives and activities took place during the year resulting in BDC representatives increasing their knowledge of community priorities and challenges.</li> <li>▪ BDC contributed \$10,000 to the Gala Lauriers de la PME held in November 2009. RDÉE Canada (Réseau de développement économique et d'employabilité) created this competition to highlight entrepreneurial excellence in Canada's francophone and Acadian communities. The mission of this national network is to stimulate job creation and economic development in minority francophone communities.</li> </ul>	<p>BDC branch employees are members of various professional groups and associations. Following are a few examples;</p> <ul style="list-style-type: none"> <li>• <i>Conseil économique du Nouveau Brunswick (CENB)</i></li> <li>• <i>Club Richelieu International</i></li> <li>• <i>Chambre de Commerce Francophone (Moncton)</i></li> <li>• <i>Montreal West Island Chamber of Commerce</i></li> <li>• <i>Association Francophone des Entrepreneurs et Professionnels (Ontario)</i></li> <li>• <i>Le Business Club d'Orléans (Ontario)</i></li> <li>• <i>Chambre économique de l'Ontario</i></li> <li>• <i>Prix d'Affaires Prescott-Russell</i></li> <li>• <i>La Passerelle (Ontario)</i></li> <li>• <i>Femmes d'affaires et développement économique rural (Ontario)</i></li> <li>• <i>Conseil de développement économique des municipalités bilingues du Manitoba</i></li> <li>• <i>Chambre de commerce de Saint-Boniface</i></li> <li>• <i>Caisses Populaires du Manitoba</i></li> <li>• <i>Club des hommes d'affaires francophone (Manitoba)</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ In 2009-2010, BDC's partnership with the Community Futures Development Corporations (CFDCs) continued to be very successful. This joint effort allows BDC to better reach and support Canada's rural businesses and entrepreneurs as well as the OLMCs, who are often involved with the CFDCs. BDC has signed agreements with more than 210 CFDCs, and in fiscal 2010, this partnership led to 269 loans for a total of \$70 million.</li> <li>▪ Increase BDC visibility with the OLMC communities.</li> </ul>	<p><b>Creation of lasting relationships between the federal institution and OLMCs; federal institution and OLMCs understand each other's needs and mandates.</b></p>

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	<ul style="list-style-type: none"><li>• <i>Société de Développement Economique(BC)</i></li><li>• <i>La Fédération des francophones (BC)</i></li><li>• Youth Economic Development Branch of the Association Franco-Yukonnaise</li></ul>		
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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><b>Activities carried out to achieve the expected result</b></p> <p><i>What activities were carried out during the reporting year? What was done?</i></p>	<p><b>Outputs</b></p> <p><i>What products or services came from the activities carried out during the reporting year?</i></p>	<p><b>Progress made in achieving the expected result</b></p> <p><i>What has changed as a result of the activities carried out during the reporting year?</i></p>	<p><b>Expected result</b></p>
<ul style="list-style-type: none"> <li>As part of its advertising strategy, BDC advertises across the country in numerous periodicals.</li> <li>BDC advertises all job postings in English and French, in both designated and non-designated bilingual areas, throughout Canada.</li> <li>The Toronto branch continues to advertise in the <i>Annuaire Francophone de Toronto</i> to further reach the Francophone community.</li> </ul>	<p>BDC advertised and posted jobs in the following publications:</p> <p><b>New Brunswick:</b> L'Acadie Nouvelle (Caraquet); La Voix des Affaires; L'Étoile de Kent (Richibouctou); Le Moniteur Acadien (Shédiac); Info Week-end (Edmundston)</p> <p><b>Newfoundland &amp; Labrador:</b> Le Gaboteur (Le Gaboteur)</p> <p><b>Nova Scotia:</b> Courrier de la Nouvelle-Écosse (Pointe de l'Église)</p> <p><b>Prince Edward Island:</b> La Voix Acadienne (Summerside)</p> <p><b>Quebec:</b> The Gazette (Montreal)</p> <p><b>Ontario:</b> Le Régional (Hamilton); Le Voyageur (Sudbury); Le Journal (Cornwall); Le Carillon (Hawkesbury); Le Rempart (Windsor)</p> <p><b>Alberta:</b> Le Chinook (Calgary); Le Franco (Edmonton)</p> <p><b>Manitoba:</b> La Liberté (St-Boniface)</p> <p><b>Saskatchewan :</b> L'Eau Vive (Regina)</p> <p><b>British Columbia:</b> L'Express du Pacific (Vancouver)</p> <p><b>NWT &amp; Yukon :</b> L'Aquilon (Yellowknife); L'Aurore Boréale (Whitehorse)</p>	<ul style="list-style-type: none"> <li>Enhanced outreach to minority language communities.</li> </ul>	<p><b>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.</b></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><b>Activities carried out to achieve the expected result</b></p> <p><i>What activities were carried out during the reporting year? What was done?</i></p>	<p><b>Outputs</b></p> <p><i>What products or services came from the activities carried out during the reporting year?</i></p>	<p><b>Progress made in achieving the expected result</b></p> <p><i>What has changed as a result of the activities carried out during the reporting year?</i></p>	<p><b>Expected result</b></p>
<ul style="list-style-type: none"> <li>• Regularly attend meetings to discuss Part VII of the Official Languages Act.</li> <li>• One of our BDC Consulting employees in Toronto is involved with La Passerelle, a French institution which addresses the needs of French speaking business people newly arrived in Canada.</li> <li>• BDC sponsored and participated in the 2010 Vanier College Case Challenge. This interprovincial collegiate marketing competition brings teams of Anglophone and Francophone students together from twenty-two Quebec and Ontario colleges.</li> <li>• In Vancouver, one of our account managers attends quarterly meetings at the Educacentre College where he speaks to students in a continuing education entrepreneurship / business ownership class and provides up-to-date information about BDC products and services.</li> <li>• Our Yarmouth branch shares premises with Community Business Development Corporation (CBDC) and other agencies where we partner to</li> </ul>	<ul style="list-style-type: none"> <li>• BDC's champion, a senior executive member, and co-champion continue to participate at the annual meetings for the Champions of Official Languages.</li> <li>• National coordinator attends and participates at meetings for official languages and works closely with senior management and branch management.</li> <li>• Our Consulting employee, provided advice to about 25 French-speaking business people in 2009 and delivered a bilingual presentation to students at the University of Toronto Rothman School of Commerce</li> <li>• BDC was one of the main sponsors of the Vanier College Case Challenge and one of our Senior Managers evaluated business plans and participated as a judge.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enhanced understanding and integration of section 41 of the Official Languages Act as well as better outreach to the OLMCs</li> <li>▪ Our involvement with various student populations allows BDC to promote its services and products to Francophone and Anglophone students and support our future Canadian entrepreneurs.</li> </ul>	<p><b>Co-operation with multiple partners to enhance OLMC development and vitality and to share best practices.</b></p>

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<p>offer bilingual services.</p> <ul style="list-style-type: none"><li>• BDC developed and delivered various workshops, presentations and training sessions for CFDC clients and community businesses across Canada</li></ul>			
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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><b>Activities carried out to achieve the expected result</b></p> <p><i>What activities were carried out during the reporting year? What was done?</i></p>	<p><b>Outputs</b></p> <p><i>What products or services came from the activities carried out during the reporting year?</i></p>	<p><b>Progress made in achieving the expected result</b></p> <p><i>What has changed as a result of the activities carried out during the reporting year?</i></p>	<p><b>Expected result</b></p>
<ul style="list-style-type: none"> <li>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.</li> </ul>	<p>In 2009-2010, BDC's partnership with the Community Futures Development Corporations (CFDCs) continued to be very successful. BDC now has more than 210 signed agreements with CFDCs.</p>	<ul style="list-style-type: none"> <li>This joint effort with the CFDCs allows BDC to better reach and support Canada's rural businesses and entrepreneurs as well as the OLMCs, who are often involved with the CFDCs. In fiscal 2010, this partnership led to 269 loans for a total of \$70 million.</li> </ul>	<p><b>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.</b></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><b><u>Activities carried out to achieve the expected result</u></b></p> <p><i>What activities were carried out during the reporting year? What was done?</i></p>	<p><b><u>Outputs</u></b></p> <p><i>What products or services came from the activities carried out during the reporting year?</i></p>	<p><b><u>Progress made in achieving the expected result</u></b></p> <p><i>What has changed as a result of the activities carried out during the reporting year?</i></p>	<p><b>Expected result</b></p>
<ul style="list-style-type: none"> <li>▪ BDC's responsibilities regarding all aspects of the Official Languages Act are included in its 2010-2014 Corporate Plan.</li> <li>▪ In 2009, BDC developed an Official Languages Strategy and Action Plan for all sections of the OLA. The document was presented to BDC's Senior Management Committee by our OL Champion.</li> <li>▪ BDC's Human Resources Department is responsible for coordinating the application of Part VII. The operational employees in more than 100 branches under the leadership of 20 Vice Presidents actually carry out the application. The strategy regarding responsibility reflects BDC's organizational structure and its mechanisms for ensuring accountability, including our internal audit process.</li> <li>▪ 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,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Corporate Plan includes a section which outlines all aspects of the Official Languages Act.</li> <li>▪ Ensures that leaders understand their role and their responsibilities regarding all aspects of the OLA.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Integration of section 41 of the Official Languages Act in our daily business operations.</li> </ul>	<p><b>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.</b></p>

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<p>partnerships, financial services and consulting groups, BDC maintains an active presence nationwide in relation to the official language minority communities.</p>			
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# NAME OF FEDERAL INSTITUTION

## Distribution list

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In addition to submitting your report on results to Canadian Heritage, you should also send it 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](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](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 report on results. 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, in particular, to have a better understanding of your institution's partners.

Federal institutions should publish their report on results on their Web site.

**Exact Web address of your institution's report on results:**

[http://www.bdc.ca/en/about/Corporate++Governance/legal\\_page.htm](http://www.bdc.ca/en/about/Corporate++Governance/legal_page.htm)

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*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>)