

BUSINESS DEVELOPMENT BANK OF CANADA

GUIDELINES

RESULTS-BASED ACTION PLAN

2007-2010

IMPLEMENTATION OF SECTION 41 OF THE *OFFICIAL LANGUAGES ACT*

Under the accountability framework adopted by Cabinet in 1994 to implement sections 41 and 42 of the *Official Languages Act*, your institution is required to submit an annual or multi-year action plan to the department of Canadian Heritage. This plan must be based on consultations with official-language minority communities (OLMCs) so that it takes into account their priorities, all within the context of the mandate of your institution. It must set out planned activities and expected results.

The activities must be grouped into the following categories: **awareness** of linguistic duality and OLMC priorities on the part of employees and senior managers of your institution; **consultation** of OLMCs on their priorities or on new initiatives, policies or programs of your institution; **communications** with OLMCs about the programs and services of your institution; **coordination and liaison** with other federal as well as provincial and municipal government bodies; **funding and program delivery** to OLMCs; and **accountability**.

Your action plan must include general information on your institution, the period covered by the plan, a detailed action plan (planned activities and result indicators), a distribution list, and a summary (two pages) of your institution's planned contribution to the achievement of the expected results.

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General information and period covered

Federal institution: Address: Web site:	Business Development Bank of Canada 5 Place Ville Marie Montreal, Quebec H3B 5E7 www.bdc.ca
Minister responsible:	The Honourable Maxime Bernier Minister of Industry
Senior official(s) responsible for implementation of Part VII of the OLA (e.g.: Assistant Deputy Minister, official languages champion):	Mr. Jean-René Halde, President & Chief Executive Officer; Ms. Mary Karamanos, Senior Vice President, Human Resources and Official Languages Champion
Mandate of federal institution (4-5 lines):	BDC is a financial institution wholly owned by the government of Canada. BDC plays a leadership role in delivering financial, investment and consulting services to Canadian small business, with a particular focus on the technology and export sectors of the economy.
National coordinator responsible for implementation of section 41: Exact title: Postal address: 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: Postal addresses: E-mails:	Not applicable
Period covered by the action plan:	2007-2010

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Summary of the institution's planned contribution to the achievement of the expected results

In an **introductory paragraph**, we ask you to describe how, in the context of your mandate, you will contribute to the advancement of official languages in Canada by establishing links with certain results of the Government of Canada's Horizontal Results-based Management and Accountability Framework on official languages. This Framework presents eight horizontal results (see "Ultimate Results" in the appendix).

Each federal institution is asked to associate itself with one or several horizontal results according to its respective mandate in order to allow the federal government to ultimately present a global portrait of results achieved by all federal institutions in the area of official languages.

Mandate

BDC is a financial institution wholly owned by the government of Canada. BDC plays a leadership role in delivering financial, investment and consulting services to Canadian small business, with a particular focus on the technology and export sectors of the economy.

Building on 60 years of success as Canada's small business bank, BDC provides solutions to today's business challenges to help small businesses develop into tomorrow's business leaders.

BDC's services are available across Canada in both official languages through a network of more than 90 branches.

Summary

BDC's operating structure is divided into 21 key market areas across the country. These 21 areas and districts include over 90 branches located in all provinces and territories. Information and access to BDC's services are available in English and French 13 hours a day, 5 days a week, through the 1-888-INFO BDC line and its virtual branch, which is accessible through BDC's Web site (www.bdc.ca). BDC is therefore present in one form or another in all communities right across Canada, which naturally includes both urban and rural OLMCs.

All senior executives at BDC speak both French and English and this has a cascading effect on the culture of the organization and on its employees. It helps promote the full recognition and equality of use of the two official languages, not only in its branches but also in all communities in Canada where BDC is present.

In order to better identify the needs of OLMCs and BDC's contribution to their development, BDC initiates and participates in formal and informal consultations at the national, regional and local levels. The employees of BDC branches have also had the opportunity to discuss the OLMCs' needs in the course of their ongoing business development activities. Employee membership and participation in OLMC associations and groups also help create long-lasting relationships with their representatives.

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Summary (2 pages maximum) of the main activities and expected results according to the following categories:

Awareness

BDC will continue to promote understanding and awareness of official languages to both our leaders and employees. Presentations will continue to be delivered to leaders to increase the understanding and awareness and clarify their responsibilities as it pertains to the Official Languages Act. 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.

Consultation

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

Communications

As part of its vertical 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.

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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 Consulting Group 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 90 branches under the direction of 21 Vice Presidents and Area or District Managers actually carry out the application. The strategy regarding responsibility reflects the BDC's 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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Detailed action plan

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; taking the viewpoint of OLMCs into account during research, studies and investigations.]

Expected Result: Creation of lasting changes on 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.		
Planned activities to achieve the expected result	Expected outputs	Indicators to measure the expected result
<ul style="list-style-type: none"> § Continue to deliver presentations to 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 corporate intranet 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"> § Employees and leaders are aware of the importance of promoting the bilingual character of Canada 	<ul style="list-style-type: none"> § Number of sessions given to leaders and employees § Employee satisfaction via internal annual online survey § Increase in bilingual resources for designated bilingual locations § Increased employee awareness and satisfaction via internal online survey § Increased employee awareness and satisfaction via internal online survey

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

[Activities (e.g. committees, discussions, meetings) through which the institution consults the OLMCs and dialogues with them to identify their needs and priorities or to understand potential impacts on their development; activities (e.g. round tables, working groups) to explore possibilities for cooperation within the existing mandate of the 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.]

Expected Result: Creation of lasting relationships between the federal institution and OLMCs; federal institution and OLMCs understand each other's needs and mandate.		
Planned activities to achieve the expected result	Expected outputs	Indicators to measure the expected result
§ Continue its focused consultation with the francophone community outside Quebec and with the Anglophone community within Quebec § Encourage leaders to participate in the Official Languages Committee of their respective regions. § Continue our participation and contribution to <i>Les Lauriers de la PME</i>	§ BDC to enhance its profile with OLMCs across the country	§ Increase in number of partnerships agreements with CFDC; meetings attended arranged with OLMC § Annual meetings attended to promote official languages § Dedicate resources for the participation and contribution to <i>Les Lauriers de la PME</i>

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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 institution and to promote the bilingual character of Canada; inclusion of OLMCs in all information and distribution lists; use of the institutions' Web site to communicate with OLMCs.]

Expected Result:

OLMC culture reflects an up-to-date understanding of the federal institution's mandate; OLMCs receive up-to-date and relevant information about the federal institution's programs and services (P&S).

Planned activities to achieve the expected result	Expected outputs	Indicators to measure the expected result
<ul style="list-style-type: none"> As part of its vertical 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. 	<ul style="list-style-type: none"> BDC to enhance its profile with OLMCs across the country 	<ul style="list-style-type: none"> § Enhanced outreach to minority language communities § Enhanced outreach to minority language communities

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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 institution itself along with other federal institutions or other levels of government; participation in activities organized by other federal institutions, other levels of government, etc.; participation of official languages champions, national and regional coordinators, etc., in various government forums.]

Expected Result:

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

Planned activities to achieve the expected result	Expected outputs	Indicators to measure the expected result
<ul style="list-style-type: none"> § Champion, a senior executive member, continues to participate at the annual meetings for the Champions of Official Languages 	<ul style="list-style-type: none"> § Ensure full integration of OLA 	<ul style="list-style-type: none"> § Enhanced understanding and integration of section 41 of the <i>Official Languages Act</i>
<ul style="list-style-type: none"> § 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 full integration of OLA 	<ul style="list-style-type: none"> § Enhanced understanding and integration of section 41 of the <i>Official Languages Act</i>

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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 institutions' programs and services.]

Expected Result:

OLMCs are part of federal institution's regular clientele and have adequate access to its programs and services; OLMC needs (eg. geographic dispersion, development opportunities) are taken into account.

Planned activities to achieve the expected result

Expected outputs

Indicators to measure the expected result

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.

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F. ACCOUNTABILITY

[Activities through which the institution integrates its work on the implementation of section 41 of the OLA with the institution's planning and accountability mechanisms (e.g. report on plans and priorities, departmental performance report, departmental business plan, status report on implementation of section 41 of the OLA, etc); 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.]

Expected Result: Full integration of the OLMC perspective and OLA section 41 into federal institution's policies, programs and services; the reporting structure, internal evaluations, policy reviews determine how to better integrate OLMC's perspective.		
Planned activities to achieve the expected result	Expected outputs	Indicators to measure the expected result
<p>§ 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 will continue to negotiate loans and the Consulting Group 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.</p> <p>§ BDC's Human Resources Department is responsible for coordinating the application of Part VII. The operational employees in more than 90 branches under the direction of 21 Vice Presidents and Area or District Managers actually carry out the application. The strategy regarding responsibility reflects the BDC's organizational structure and its mechanisms for ensuring accountability.</p> <p>§ 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.</p>		

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Distribution list

- House of Commons Standing Committee on Official Languages
- Senate Standing Committee on Official Languages
- Commissioner of Official Languages
- OLMC groups and organizations

Precise Web address of federal institution's action plan:

<http://www.bdc.ca/en/about/overview/mandate.htm#4>

See Treasury Board Secretariat guidelines on Internet display (http://www.tbs-sct.gc.ca/communications/internet_e.asp)

Appendix

Results Graphic - Links Between Direct, Intermediate, Ultimate, and Societal Results