

CANADIAN PARENTS FOR FRENCH BOARD OF DIRECTOR'S ORIENTATION MANUAL

Updated, October 2018

Table of Contents

- Welcome to Canadian Parents for French1**

- 1. Guiding Principles.....2**
 - Canadian Parents for French, What We Stand For 2
 - Network Position Statements 3
 - Membership in Canadian Parents for French 4

- 2. Backgrounder.....6**
 - CPF History 6
 - Legislation Affecting Language in Canada..... 6
 - Government of Canada’s Commitments to Official Languages 10
 - Impact of Status as a Charitable Corporation 12
 - Canadian Parents for French and its Relationship with our Major Funder..... 14

- 3. Leadership Structure and Support.....17**
 - CPF Network Governance Bylaws 17
 - CPF National Nominating Process: Selection of Board of Directors, Officers 19
 - Committees of the National Board 24
 - CPF Network Leadership Councils: Presidents (CoP), Executive Directors (CoED) 25

- 4. Operational Structure and Support29**
 - CPF Network Collaboration Framework of Support..... 29
 - CPF National Office Staff Support for the Network 30
 - Committees of the Council of Executive Directors 30
 - Support Manuals: ED Orientation Manual and Business Continuity Manual 31

- 5. CPF Partners, Supporters, Collaborators, Allies and Champions32**
 - CPF Partners 32
 - Institutional Supporters (offering scholarships, bursaries)..... 33
 - Collaborators 33
 - Allies and Champions 34

Welcome to Canadian Parents for French

Canadian Parents for French was founded as a volunteer-based advocacy association in 1977, when Keith Spicer, Canada’s first Commissioner of Official Languages, brought together 30 parents from across Canada who were encountering roadblocks in their efforts to significantly improve French-second-language teaching in their local schools.

CPF has evolved into a dynamic, national network with 25,000 members from coast to coast to coast. They are supported by a National Office, 11 Provincial/Territorial Branches and Offices, and some 150 Chapters in communities nationwide, led by 250+ national, branch, and chapter volunteers.

CPF Branch and Chapter volunteers work with education departments, school jurisdictions, schools and the public, encouraging support for French as a second language (FSL) education and providing information and resources to parents and students. The National Board and Office engage with the federal government and national organizations involved in promoting official language bilingualism to create an environment supportive of FSL education across Canada. CPF also creates, facilitates, organizes, and promotes French language learning and cultural activities for youth.

CANADIAN PARENTS FOR FRENCH Organization chart - Governance

Member Roles

- Share CPF beliefs and values
- Promote and initiate opportunities for youth to learn and use French
- Provide diverse voices

Chapter Roles

- Represent the local voice of CPF
- Recruit members and volunteers
- Organize local involvement in CPF supported activities and fundraising

Branch Roles

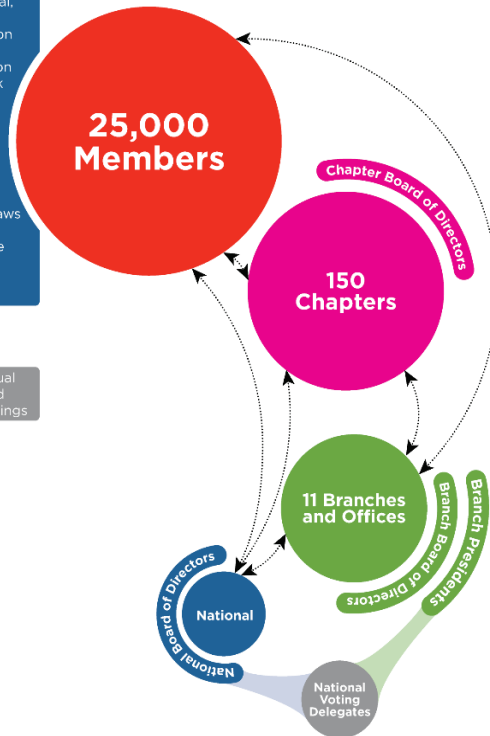
- Represent the provincial and territorial voice of CPF
- Coordinate and implement provincial/territorial activities
- Train members and support Chapters
- Develop Branch bylaws and policies
- Oversee and facilitate operations
- Create and maintain strategic alliances and partnerships
- Assess, monitor, and manage risk

National Roles

- Represent the national, united voice of CPF
- Lead national direction and strategy
- Coordinate services on behalf of the network
- Create and maintain national strategic alliances, and partnerships
- Develop and provide training and other support to Branches
- Develop national bylaws and policies
- Oversee and facilitate operations
- Assess, monitor, and manage risk

National Voting Delegate Roles

- Vote at national Annual General Meetings and Special General Meetings



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1. Guiding Principles

Canadian Parents for French, What We Stand For

Core Idea

Youth in Canada should have the opportunity to learn and use French.

Mission

Canadian Parents for French promotes and creates opportunities for students to learn and use French.

Distinguishing Characteristic

We are a nationwide, research-informed, volunteer organization that represents 25,000 members across Canada and champions the opportunity to learn and use French for all those who call Canada home.

Vision

A Canada where French and English are an integral part of daily life.

Underlying Beliefs

- Everyone in Canada should have the opportunity to learn and use French.
- Everyone in Canada should be able to enjoy the many benefits of learning French.
- Everyone in Canada should have the opportunity to access services in the official language of their choice.
- Learning more than one language enhances options and opportunities for everyone in Canada.
- Multilingualism, including proficiency in French, enriches young people's lives.

Network Values

- Inclusivity and respect in all our interactions.

- Open communication and collaboration among all stakeholders.
- Objective and evidence based positions.
- Innovative and aspirational mission and goals.

Network Guiding Principles

- Canadian Parents for French aspires to adapt, grow and enhance the access to and value of its services to youth, members and stakeholders across the country.
- Working together demonstrates a cohesive approach, strong leadership, increasing its presence and visibility as a strong organization across the country.
- By collaborating as a Network, Canadian Parents for French optimizes its impact on French learning opportunities for youth across Canada.

Network Strategic Commitments

- YOUTH: Creating and promoting opportunities for youth to learn and use French
- PARENTS, MEMBERS, VOLUNTEERS: Supporting a collaborative network of parents, members, volunteers and partners
- DECISION MAKERS: Informing and influencing decision makers and stakeholders
- ORGANIZATION: Leading a dynamic, strong and effective organization

Network Position Statements

Universal Access

In Canada, all students have the opportunity to learn French and to access the French as a second official language program that meets their needs and aspirations.

Effective Programs

All students have access to a wide variety of effective, evidence-based French as a second language (FSL) programs from Grades one to 12 and at the Post-secondary level.

Recognized Proficiency Levels

The proficiency levels of the Common European Framework of Reference (CEFR), and French-language proficiency testing (such as the DELF) are used to provide language learners, parents, educators, post-secondary institutions, and employers with a common understanding of each learner's French-language skills and the expected outcomes of each respective FSL program.

Leadership Accountability

Education leaders, school jurisdictions and provincial/territorial and federal governments are accountable for student achievement in French as a second language programs. Parents and community stakeholders are actively engaged with educational leaders in their decision making. Reporting is meaningful, timely and available publicly.

Membership in Canadian Parents for French

A member is defined as any adult (age of majority to vote, either 18 or 19 years of age) who is interested in furthering the objects of Canadian Parents for French and whose application for admission as a member has been accepted. Place of residence is important solely for the purposes of voting or for representation on a Branch Board of Directors.

Membership in Canadian Parents for French means membership in the national organization. A member may move provinces and remain a member.

Membership categories, associated fees and their distribution shall be established from time to time by the Voting Delegates at a CPF National AGM or special meeting.

Membership Categories

Canadian Parents for French has four categories of membership:

- Individual (voting),
- Family (voting),
- Associate Member Organizations (non-voting) and
- Affiliate Members (individuals residing outside Canada, non-voting).

Membership fees are paid to and processed by the National office. Funds are rebated to Branches; Branches rebate funds to individual Chapters to support their activities. Membership fee distribution allocates 10% of the fee to CPF National to help defray processing costs and 90% is forwarded to the respective Branch.

The CPF Distinguished Life Membership Award

Over the course of our corporation's history, CPF has recognized individuals who have rendered significant service to the corporation. This recognition award conveys an individual lifetime (voting) membership in CPF. It is usually awarded every 2nd year, by a review committee considering selection criteria that includes: Significant Volunteer Service to CPF, Leadership in Advancement of FSL Education,

Significant National Contributions, Demonstration of Network Leadership and Collaboration and Outreach to Partners.

Voting Rights

Only a Canadian Parents for French member in good standing may exercise his or her right to vote. In good standing means a member who has paid in full his/her membership dues for the relevant year. The voting rights of members are specified in the National and Branch Bylaws.

2. Backgrounder

CPF History

In 1977, Keith Spicer was serving as Canada's first Commissioner of Official Languages. Interested in the bilingualism of Canada's youth, he met with groups of parents across Canada who wanted their children to learn French as a second language (FSL) but who ran into roadblocks at the local school board.

To get the ball rolling, Mr. Spicer offered to find some seed money – enough to organize a national conference of like-minded parents. The result was an event called “Parents’ Conference on French Language and Exchange Opportunities,” which took place in Ottawa in March of 1977. It was during this weekend-long conference that Canadian Parents for French was officially founded as a volunteer-based advocacy group – a collective of parents who wanted to ensure that children would have the opportunity to become bilingual in the Canadian school system.

The first conference determined a few principles that are fundamental to the development of CPF. The group outlined its goals and elected its first National Board of Directors, led by inaugural president Pat Webster of Ontario. Her fellow directors were Judith Madley (British Columbia), David Sanders (Prairie Region), Elizabeth Annesley (Quebec), and Mary Lou Morrison (Atlantic Region).

This original small group of concerned parents who met in Ottawa over 40 years ago has evolved into a proactive national network with 11 provincial /territorial Branches and offices and some 150 Chapters in communities from coast to coast to coast.

Key Milestones

1980 – First Book Published: *So You Want Your Child to Learn French!* a handbook for parents

1987 – First Consultation: Secretary of State consulted CPF while drafting the new Official Languages Act.

1992 – First National Public Awareness Campaign: *Learning French Makes a World of Difference.*

1998 – Governor General Romeo Leblanc states CPF changed education in Canada.

2000 – First CPF Research Report: The State of French Second Language Education in Canada is launched.

2003 – First National *Concours d’art oratoireis* introduced.

2005 – First Francophonie Prize: CPF is awarded the *Prix d’excellence Lyse-Daniels by Impératif français*, a French first language and culture advocacy group.

2016 – CPF receives the 2016 Commissioner of Official Language’s Award for Excellence in the Promotion of Linguistic Duality.

Legislation Affecting Language in Canada

The two key pieces of legislation affecting language in Canada are the Official Languages Act and the Charter of Rights and Freedoms.

It is clear that CPF has a key role to play in bringing about the kind of Canadian society envisaged by the drafters of the *Official Languages Act and the Canadian Charter of Rights and Freedoms*. This should be kept in mind as we further develop our partnerships with the Department of Canadian Heritage, with the minority official language communities across Canada and with provincial governments, school boards and sponsors.

The Official Languages Act (OLA)

The first *Official Languages Act* was adopted in 1969. This legislation recognized the “equality” of English and French, and then during a substantial revision, the 1988 updated OLA strengthened the notion of duality, *per se*. The 1988 OLA established the principle of duality of the two official languages, which was subsequently reflected in the Charter.

As provided for in the Charter, the first three parts of the Act cover the languages of the Proceedings of Parliament, the languages of legislative and other instruments, and the Administration of Justice. Part IV sets out the details of the public’s rights and the obligations of Federal institutions with regard to communications with and services to the public, Part V details the rights of employees of federal institutions and the obligations of federal institutions with respect to the language of work. Part VI expresses the government’s commitment to equality of opportunity for employment and advancement of French and English-speaking Canadians in federal institutions. In every case these parts of the Act codify the principles of equality of status of the two official languages.

Part VII of the *Official Languages Act* picks up the reference to “advancing the equality of status and use” of the official languages. Section 41 states:

41. The Government of Canada is committed to

- a) enhancing the vitality of the English and French linguistic minority communities in Canada and supporting and assisting their development; and
- b) fostering the full recognition and use of both English and French in Canadian society.

Section 42 gives the responsible authority, now the Minister of Canadian Heritage, the role of encouraging and promoting a coordinated approach, with other Ministers, to the implementation of section 41, while section 43 sets out in detail measures that the Minister may take to enhance the equality of status and use of English and French in Canadian society. These include measures to:

- a) enhance the vitality of the English and French linguistic minority communities in Canada and support and assist their development;
- b) encourage and support the learning of English and French in Canada;
- c) foster an acceptance and appreciation of both English and French by members of the public;
- d) encourage and assist provincial governments to support the development of English and French linguistic minority communities generally and, in particular, offer provincial and municipal services in both English and French and provide opportunities for members of English or French minority communities to be educated in their own language; and

- e) encourage and assist provincial governments to provide opportunities for everyone in Canada to learn both English and French.

Additional clauses enable the Minister to encourage private and voluntary sector organizations to provide their services in both English and French, to foster the recognition and use of these languages and to project the bilingual character of Canada in their activities in Canada and elsewhere.

It will be apparent that CPF's mission and objectives are closely attuned with the provisions of the Charter and the *Official Languages Act*. Furthermore, the provisions of sub-section 43(1) of the Act detail precisely the ways in which the advancement of English and French are to be brought about. "CPF members have helped forge a renewed vision of Canada... Indeed, if CPF didn't exist we would have to invent it." -Dr. Victor Goldbloom, *Commissioner of Official Languages (1991-99)*.

Section 82 of the *Official Languages Act* states that in the event of any inconsistency between parts I to V of the Act and any other Act of Parliament or regulation, these parts of the Official Languages Act shall prevail. The only legislation exempted from this provision is the *Canadian Human Rights Act*.

The Canadian Charter of Rights and Freedoms

The Charter is entrenched in the Constitution of Canada and, as such, forms an integral part of the law of the land. The Charter identifies and protects the basic values and fundamental freedoms Canadians share. In particular, the Charter provides for the equality of status of Canada's two official languages and for minority language education rights. Linguistic rights are a key preoccupation of the Charter.

Section 16 (1) of the Charter provides the basis for all subsequent language legislation:

16 (1) English and French are the official languages of Canada and have equality of status and equal rights as to their use in all institutions of the Parliament and government of Canada.

Section 16 (2) makes the same provision for the province of New Brunswick, Canada's only officially bilingual province, and section 16 (3) states:

16 (3) Nothing in this Charter limits the authority of Parliament or a legislature to advance the equality of status or use of English and French.

Sections 17 (1) to 20 (1) provide specific examples of the equality of the official languages; members of the public have the right to use either language in Parliament, e.g. when testifying before a parliamentary committee, before federal courts, or in communicating with federal institutions. Sections 17 (2) to 20 (2) make similar provisions for New Brunswick. Section 21 protects the already existing right of citizens of Manitoba and Quebec to use either language before the legislature or in provincial courts and to have laws adopted in both languages, while section 22 ensures that any rights or privileges that exist with respect to languages other than English or French are not impaired by the official languages provisions of the Charter.

Section 23 provides for minority language educational rights.

- (1) Citizens of Canada
 - (a) Whose first language learned and still understood is that of the English or French linguistic minority population of the province in which they reside, or
 - (b) Who have received their primary school instruction in Canada in English or French and reside in a province where the language in which they received that instruction is the language of the English or French linguistic minority population of the province, have the right to have their children receive primary and secondary school instruction in that language in that province. (93)
- (2) Citizens of Canada of whom any child has received or is receiving primary or secondary school instruction in English or French in Canada, have the right to have all their children receive primary and secondary school instruction in the same language.
- (3) The right of citizens of Canada under subsections (1) and (2) to have their children receive primary and secondary school instruction in the language of the English or French linguistic minority population of a province:
 - (a) Applies wherever in the province the number of children of citizens who have such a right is sufficient to warrant the provision to them out of public funds of minority language instruction; and
 - (b) Includes, where the number of those children warrants, the right to have them receive that instruction in minority language educational facilities provided out of public funds.

The following interpretation of section 23 was provided by the Government of Canada: This section of the Charter requires provincial governments to provide education to Canadians in the official language of their choice where numbers warrant, even in areas where a minority of residents speaks that language. The government must ensure that the admission of children of non-rights holders to French first language schools does not have an adverse effect on their essential francophone character.

The governance of French first language schools across Canada is broadly similar. All jurisdictions maintain a consistent interpretation of section 23, including the definition of rights holders eligible for admission to French first language schools. Most jurisdictions also allow for the admission of non-rights holders when:

- (1) The right to a minority education has been considered to have been violated in the past; or
- (2) Children have grandparents who are rights holders.

Authority to make the decision to admit non-rights holders is most often granted to school boards, but typically under a narrowly prescribed process laid out by the Ministry of Education in each jurisdiction. Some jurisdictions strictly adhere to regulating admissions of French first language schools as a requirement under section 23 of the *Charter*. In meeting this requirement, the schools serve the community of French language rights holders by maintaining linguistic and cultural homogeneity. There

is another perspective on the role of French first language schools — namely that they are an instrument of community sustainability and growth — and that the opportunity to incorporate non-rights holders into schools is essential to the sustainability of the school and, to some extent, the community.

Section 24 provides that anyone whose Charter rights or freedoms have been infringed or denied may apply to a court of competent jurisdiction to obtain such remedy, as the court considers appropriate and just in the circumstances. In other words, these rights and freedoms are the law.

Section 27 of the Charter specifies, re-emphasizing the fundamental importance placed upon linguistic rights in Canada:

27. This Charter shall be interpreted in a manner consistent with the preservation and enhancement of the multicultural heritage of Canadians.

Section 27 of the Charter recognizes the value Canadians place on bilingualism but the reference to it is as *a guide* to the interpretation of the rights and freedoms accorded by the Charter, not as an additional right.

CPF's Mandate and Role

Canadian Parents for French envisions a Canada where French and English-speakers live together in mutual respect with an understanding and appreciation of each other's language and culture. The Canadian Parents for French mandate is to provide accurate information to parents on which to base informed decisions about the choice of French second language learning opportunities for their children.

- It is not Canadian Parents for French's role to determine who should be or should not be admitted to a French first language school, nor to intervene with a school jurisdiction's decision to approve or deny admission to any individual student.
- It is not Canadian Parents for French's role to assist a parent in an appeal process should their child be denied admission.

Government of Canada's Commitments to Official Languages

Among other things Canadian Parents for French promotes opportunities for youth to learn and use French. CPF receives the major portion of its funding from the Department of Canadian Heritage. Over the years, the Government of Canada has affirmed its commitment to official languages by initiating federal strategies and providing funding to organizations whose activities specifically address its strategic directions and priorities.

When receiving this federal funding, Canadian Parents for French is guided by the goals set out by the Department of Canadian Heritage; to advance second official language education in Canada and to increase the number of bilingual students graduating from our schools.

Past and Upcoming Official Languages “Action Plans” and “Roadmaps”

The Next Act – new momentum for Canada’s linguistic duality: the action plan for official languages was established in 2003 and revolved around three major axis: education, community development and the federal public service. Additional funding was announced for: minority-language education; second-language learning; and language industries, etc.

The Roadmap to Canada’s Linguistic Duality 2008–2013: Acting for the Future, was established as a follow-up to 2003’s *Action Plan for Official Languages*. It identified five priority sectors: health; justice; immigration; economic development; and arts and culture.

The Roadmap for Canada’s Official Languages 2013–2018: Education, Immigration, Communities was launched in 2013. It identified three priority sectors: education; immigration; and communities. As with previous initiatives, nearly half of the investments were devoted to education.

On March 28th, 2018, the federal government revealed ***Investing in Our Future 2018-23 Action Plan for Official Languages*** announcing an annual investment of \$499 million (\$2.7 billion over 5 years) into Canada’s Official Languages. The Plan states that between 2003 and 2013, Canada saw a 52% increase in French immersion enrolment, although access is unequal across the country. It sets an objective to increase the bilingualism rate of the Canadian population to 20% (from the existing 17.9%) by 2036. The Canadian Parents for French Network participated in both roundtable consultations (2016) and online questionnaires, providing concrete measures to help reach common goals.

The Official Languages in Education Program (OLEP) Agreements between Government of Canada and the Council of Ministers of Education, Canada (CMEC)

Created in 1970, the Official Languages in Education Program supports the provinces' and territories' delivery of minority-language education and second language instruction. OLEP is a series of bilateral agreements, negotiated every five years, between the Government of Canada (Department of Canadian Heritage) and each provincial / territorial Ministry of Education. The negotiation process is coordinated and facilitated through the CMEC secretariat.

The Government of Canada provides financial support to the provinces and territories for primary, secondary and post-secondary education in the minority language, as well as second language education programs. It also provides funds for summer language bursaries, official-language monitors and special projects administered by the CMEC secretariat.

Although Canadian Parents for French does not receive any direct funding from OLEP, our advocacy work does include monitoring the use of these funds in support of moving the Government of Canada’s goals and priorities forward.

Some CPF Branches and Chapters, upon application to their provincial/territorial Ministry (Department) of Education, do receive funds for specific projects (i.e. summer camps, youth conferences, *Concours d'art oratoire*).

For the purpose of intergovernmental collaboration, the Government of Canada and the provincial/territorial governments agree to a strategic framework that identifies, for each linguistic objective, six areas of intervention. The Government of Canada's support is provided for the provincial/territorial action plans developed in the context of the bilateral agreements.

The following are the six areas of intervention:

1. **Student Participation:** Recruitment and Retention of Students in French Second Language Education Programs up to Secondary School Graduation
2. **Provision of Programs:** Maintenance, Development, Enrichment and/or Evaluation of Programs and Innovative Teaching Approaches for Second Language Learning
3. **Student Performance:** Acquisition of Measurable Second Language Competencies for Students.
4. **Enriched School Environment:** Enrichment of Second Language Learning through Curricular and Extracurricular Initiatives
5. **Improved Access to Post-Secondary Education**
6. **Support for Educational Staff and Research**

Impact of Status as a Charitable Corporation

Canadian Parents for French has been a registered charitable corporation since its inception in 1977. Each CPF Branch, with the exception of New Brunswick, has registered as a charitable organization over the years. CPF acts in compliance with the laws that govern charitable organizations.

As a registered charitable organization, Canadian Parents for French must limit its contributions to the development of public policy under current existing laws. It may not participate in any illegal activity or any partisan political activities.

Canadian Parents for French may foster public awareness; it may make a representation, whether by invitation or not, to an elected representative or public official as long as it relates to an issue that is connected to the charity's purpose. It may devote no more than 10% of its total resources a year to political activities in the current year.

Maintaining a charity's registered status

A charity will keep its registration if it complies with the requirements of the Income Tax Act. In particular, it must:

- devote its resources to charitable purposes and activities;

- **issue official donation receipts** in accordance with the Income Tax Act and the Income Tax Regulations;
- **keep proper books and records**, and provide these and other relevant information to us as required by the Act; and
- file an annual information return on time.

What are charitable purposes?

The courts have identified four general categories of charitable purposes. For an organization to be registered, its purposes have to fall within one or more categories:

- the relief of poverty;
- the advancement of education;
- the advancement of religion; or
- certain other purposes that benefit the community in a way the courts have said are charitable.

The advancement of education

The courts recognize a purpose or activity as advancing education in the charitable sense if it involves formal training of the mind or formal instruction, or if it prepares a person for a career, or if it improves a useful branch of human knowledge. Providing information only is not accepted by the courts as educational; training or instruction also have to be offered.

The courts have ruled that an activity which advances education should involve a full and fair presentation of the facts so people can draw their own conclusions. If an organization intends to influence the opinion or actions of the public toward one side of a controversial issue, it is not advancing education in the charitable sense. For this reason, a lobby group would not qualify as a charity.

What factors will disqualify an organization from registration?

- Providing personal benefits
- Political purposes or activities - Examples include:
 - ✓ furthering the aims of a political party;
 - ✓ promoting a political doctrine;
 - ✓ persuading the public to adopt a particular view on a broad social question; and
 - ✓ attempting to bring about or oppose changes in the law or government policy.

Under the Income Tax Act, a registered charity that is established exclusively for charitable purposes can engage to a limited extent in non-partisan political “activities” which directly help accomplish the charity’s purposes.

This includes, for example, distributing publications or holding conferences, workshops or other forms of communication intended primarily to sway public opinion to the charity’s point of view. However, the

Act specifically prohibits a registered charity from engaging in any partisan political activity, which usually means supporting or opposing, monetarily or otherwise, a political party or candidate for public office.

The following pages are extracted from publications of the Canada Revenue Agency (CRA) provide a brief outline of what is a complex topic. Consult for resources concerning charitable status:

<http://www.cra-arc.gc.ca/chrts-gvng/chrts/plcy/cps/cps-022-eng.html>

<http://www.cra-arc.gc.ca/chrts-gvng/chrts/cmmnctn/pltcl-ctvts/menu-eng.html>

Canadian Parents for French and its Relationship with our Major Funder

Canadian Parents for French remains vital by proactively seeking the financial support of many sources – individuals, corporations and government. Membership fees, registration fees, product sales, advertising and donations are sources that complement our activities. One time grants and special projects also complement the regular revenue stream.

PCH Funding Streams:

Core Programs

The **Department of Canadian Heritage**, National Headquarters, has been providing core programming funding (support for organizational capacity) to CPF for over 25 years. As a national organization, the CPF Network (Branches and National office) receives funding for its ‘core programming’ through the **Official Languages Support Programs Branch**. Our CPF mandate parallels the objectives of the **Appreciation and Rapprochement** sub-component of the **Enhancement of Official Languages** program within their Department.

The Executive Director of each Branch and National, working in collaboration through the Council of Executive Directors, prepares and submits a core programming funding application on behalf of their respective Branch or National to this funding program.

It is the Department of Canadian Heritage that allocates the amounts within each funding envelope. Currently, 70% of this entire funding envelope is allocated to CPF core programming (Branches and National). Within the federal government *Investing in Our Future 2018-23* Action Plan for Official Languages there was an announcement of a 20% increase in core programming for community organizations to begin being received in fall 2018.

The allocation of PCH funds to each Branch and to National is based on several criteria including the number of potential clients, % of potential clients, % of bilingual youth, etc. The “funding formulae” has

been examined every three to five years by the Department of Canadian Heritage to ensure it meets the needs of the population being served.

The funding is distributed to the Branches by PCH regional coordinators as part of a National organizations program. CPF National has an oversight obligation for the network and therefore has a reporting obligation to collect data from Branch interim and final reports on results and provide a summary of the impact of the CPF network as a whole to their identified Department of Canadian Heritage senior program officer. CPF Branches and National are required to provide regular interim and final reports on results to their regional or national PCH coordinator, according to their contribution agreements.

Projects

Beyond this 'core programming' funding, CPF Branches and National may apply for and receive funding for special projects from the Department of Canadian Heritage or other Government departments or outside organizations. For 'project' funding, CPF National is not required to report on behalf of the CPF network. Branches and National report on their own project results. Some CPF Branches receive almost as much or more than the PCH allocation in funding from other sources, mostly from their Ministry or Department of Education for delivering programs or special projects.

The Evaluation of Canadian Parents for French Network, Kelly Sears Consulting Group Report, April 2009 – The Impact Study

In 2009, the Operations and Regional Coordination Directorate, Official Languages Support Programs Branch of the Department of Canadian Heritage engaged Kelly Sears Consulting Group to carry out an Evaluation of the CPF Network. This evaluation of the Canadian Parents for French Network is commonly known as, the **Impact Study**.

The purpose of the evaluation was to determine whether the activities carried out, as outlined in the contribution agreement, continue to be relevant and whether progress has been made towards achieving CPF's expected outcomes. The results of the study were to be used to determine what, if any, improvements were required to maximize the Department's investment in future agreements with the organization.

Several recommendations were identified for improvements in the areas of clarifying the role of National and Branches, internal communications and improved reporting, to be implemented by the end of the financial contribution agreement, March 2017.

CPF National, in its oversight mandate, was required to provide regular reports on progress and through the collaboration of the Council of Executive Directors, fulfilled the initial obligations. The final obligations are underway as activities within the current 2017-2020 contribution agreements with the Department of Canadian Heritage.

3. Leadership Structure and Support

CPF Network Governance Bylaws

Bylaws are the most important legal document of any organization which establish the working relationship within the organization, protect the rights and specify the duties and responsibilities of an organization's members, Board of Directors, executive committee, and others.

The CPF Bylaw No.1 was revised and updated in 2016 to align with the new Canada Not-for-Profit Corporations Act (NFP Act) that came into effect in 2011. Subsequently, the Bylaws for each CPF Branch of the corporation have been revised and updated to align with both the CPF National Bylaw and the Canada NFP Act. This process will be complete in Fall 2018.

Right of Use of Canadian Parents for French (CPF) Name

The National corporation of Canadian Parents for French having the exclusive use of the name “Canadian Parents for French” may at the request of a provincial or territorial body grant the right to the use of the name or any other name acceptable to the national organization. Unless permission has been granted by the National Board of Directors, the name Canadian Parents for French shall not be used by any other body.

“Branches” refers to the provincial or territorial bodies having incorporated and been granted the exclusive use of the name Canadian Parents for French. These bodies shall pass Bylaws and policies which are consistent with and not conflict with those of the National corporation. Any conflict between the two shall be resolved in favour of the National Bylaws.

“**Branch**” means a provincial or territorial body that is a part of the Corporation. There shall be at least two (2) Chapters and twenty-five (25) members in the province or territory before a Branch may be recognized.

“**Affiliate Branch**” means the status granted to a provincial or territorial group which has negotiated an agreement with an established Branch and has the approval of the National Board of Directors.

CPF National and CPF Branches’ Working Relationship vis-à-vis Each Other

In 2011, in response to the Impact Study recommendations to formalize the oversight role of the national organization, a legal opinion was sought and an exercise to develop a pan-Canadian Framework for Obligations outlined mandatory and complementary behaviours between National and Branches.

The mandatory obligations outlined the adherence of all entities to the CPF mission, vision, values, position statements and brand; the Bylaws, policies and strategic plan; the CPF governance framework and pan-Canadian framework for roles and responsibilities; and a commitment to regular reporting and organizational procedure.

The structure of CPF can be described as a centralized federation. The relationship between National and the Branches is such that National has a significant degree of control over the actions of the Branches with respect to matters that affect CPF as a whole.

CPF National is charged with

- maintaining the integrity and continuity of CPF's mandate at all levels;
- upholding the mission of CPF in determining and demanding appropriate organizational performance;
- monitoring performance at all levels of CPF to ensure compliance with governing policy; and,
- serving as a link between CPF and its members, volunteers, and the public it serves.

A. Maintaining integrity means primarily ensuring the brand and reputation of CPF. The purpose of this authority is to provide CPF National with the ability to address any issue that could reasonably affect CPF as a whole. This ensures compliance with legislation or the requirements of a regulatory agency, where actions or inactions could result in legal liability for CPF.

Using governing policy setting as an example, each Branch has authority over operations and management of its own Board yet these must comply with CPF National policies in support of the governance and operations of the CPF national network as a whole.

The Branch must comply within the authority of CPF National policy, yet the means by which it meets the policy falls under the authority of the Branch. Branches have autonomy to set out their own procedures for accomplishing the objectives of CPF as there may be several different processes by which the same ends can be achieved.

Directors and Officers are responsible for the oversight of the corporation by upholding the mission, vision, values, and ends policy statements. The corporation also has related responsibilities to its Directors and Officers. There is a provision in the CPF National Policies that the corporation must carry some form of Directors' and Officers' liability insurance to protect CPF Directors and Officers.

- Maintaining integrity is the most explicit power that National can exercise over Branches.
- National has the general ability to oversee, intervene and direct Branches on any significant matter.
- National has a responsibility to ensure that the actions (or inactions) of a given Branch will not undermine CPF's brand in each province and throughout Canada.

B. Continuity means speaking to the viability and continued operations of a given Branch. Branches are responsible for their own financial management.

- A Branch may be required to follow instruction from CPF National if it seems reasonable to conclude that the Branch is about to become insolvent or bankrupt due to financial mismanagement. A further example of a matter that could affect the continuity of a Branch is a human resource issue that could undermine the ability of a Branch to self-manage.

Having incorporated and been granted the exclusive use of the name Canadian Parents for French, every Branch entity has contractually agreed to a common understanding of CPF's goals, objectives, governing documents that affect CPF as a whole; and to comply with the established oversight relationship of National with Branches, requiring Branch actions to report and communicate regularly as required by funders, legislation or a regulatory agency.

In exercising its oversight and authority, CPF National shares a reciprocal duty with the Branches, to act in good faith, which speaks to concepts of loyalty, respect, and fairness.

CPF National Nominating Process: Selection of Board of Directors, Officers

The CPF National Bylaw No.1 specifies the duties and responsibilities of the Nominating Committee which is a standing committee of the National Board. The Committee shall solicit nominations to serve on the Board from members of the corporation and the community at large and follow the nominating guidelines and processes as adopted by the National Board.

- The National Board of Directors shall consist of no fewer than five (5) and no more than seven (7) members,
- A maximum of two (2) persons from any Branch jurisdiction may sit on the National Board at one time.
- A National Board of Director may not serve on a Branch or Chapter Board at the same time. A member of a Branch or Chapter Board who is elected shall resign from the Branch or Chapter Board at the conclusion of the National AGM at which he is elected. A member of a Branch or Chapter Board who is appointed to the National Board shall resign from the Board or Chapter Board prior to attending his first National Board meeting. An employee at any level may not stand for election to the National Board until twelve (12) months after the employment termination date.
- A National Board Director is required to be a member in good standing of Canadian Parents for French.
- Directors shall be elected to a term of two (2) years from the end of the AGM at which the Director is elected to the end of the AGM two (2) years later and for continuity purposes terms will be staggered. A person may be elected to the National Board for a maximum of eight (8) years in total.
- National Directors shall be elected using a secure voting process by the Voting Delegates prior to the National AGM from a list of eligible nominees provided by the Nominating Committee. The election must be ratified at the AGM by ordinary resolution of the Voting Delegates.

Consult the CPF By-law and Nominations Policy for more details on the nominations process.

National Board of Directors – Duties, Liabilities, Protections

The National Board of Directors of Canadian Parents for French is a governance board. In recent years, work has been done to move in the direction of fiduciary, strategic, and generative governance. The National Board focuses on the big picture, providing strategic directions and identifying key priorities and delegates decision-making authority over the day-to-day operations to the National Executive Director and staff.

Fiduciary Governance leads the board to ask, “What do we have and how do we use it?” The fiduciary mode fosters accountability and promotes discipline. The work involves facts, figures, financials, and risks.

Strategic Governance leads the board to ask questions about strategic drivers and priorities; about competition and comparative advantage; and about who the key stakeholders are. What are the corporation’s Strengths, Weakness, Opportunities, and Threats? Strategies are developed by looking at what is going on now, thinking about a desired future, and exploring ways to close the gap between the two.

Generative Governance leads the board to ask the questions that come before the fiduciary and strategic questions such as: Have we framed this issue correctly? How else might we look at this? What else should we consider? Generative thinking can lead to a reconsideration of how the current state may best be understood.

** Source: Chait, R., Ryan, W. & Taylor, B. (2005) Governance as Leadership: Reframing the Work of Nonprofit Boards.*

All National Directors sit on the Board in a personal capacity. They are responsible for the oversight of the corporation by upholding the mission, vision, values and ends policy statements. Their duty is to the corporation as a whole: to directors, members and staff; to clients, funders and creditors; and to the government and the public.

The Board must integrate a respectful understanding of the past, a well-rounded understanding of the present and an open-minded understanding of the future to find the essential clarity and shared confidence required to make wise decisions and ensure that Canadian Parents for French may thrive in the 21st century.

The CPF Network Strategic Plan 2015-2020 guides the organization’s decision-making on activities, initiatives and projects and the measurement of results.

Duties of Directors

Duty of Knowledge - A director must understand the general contents of the documents that outline the fundamental purpose of the corporation. This includes an awareness of the objects contained in the letters patent and the by-laws. These are the primary documents and, in essence, outline the rules for

internal governance. The director must also understand how the corporation actually puts its purpose into action.

Duty of Care - A director has a duty to act in accordance with a minimum standard of care and may incur personal liability where the conduct falls short of this criterion. The current Not For Profit Act does not attempt to define this standard. The Courts have, however, suggested that the standard that must be met is 'conduct that may reasonably be expected from a person of such knowledge and experience as the identified director'. This means that not every director on the same board will be held to the same standard. A director will not be liable for simple errors of business judgment.

Duty of Skill and Prudence - The level of skill required of a director will depend on that director's responsibilities within the corporation. A director must act with practicality and caution. The director need not necessarily meet the standard of an expert, unless of course, that director happens to be one.

Duty of Diligence - A director must act in the best interest of the corporation and must be as fully informed as reasonably as is possible with respect to all aspects of it. A director is expected to weigh all relevant information and arrive at a logical decision on the basis of that information.

Duty to Manage - The board of directors has the duty to manage the affairs of the corporation and to apply the by-laws of the corporation. While some of these responsibilities may be delegated to the Chief Staff Officer, the director must maintain a supervisory or oversight role.

Fiduciary Duty - A director is required to act honestly and in good faith. This means that the director must be loyal to the corporation and act in the best interest of the organization. This further means that the person must avoid conflicts of interest and must also subordinate every personal interest to those of the corporation.

Duty to Avoid Conflicts of Interest - A conflict of interest arises whenever a director has a financial interest in the same subject matter as the corporation. Statutory provisions generally provide that liability for conflicts of interest may be avoided where a person declares the director's interest in a particular transaction and the potential conflict. The director must then not participate in or influence decision-making for that issue.

Duty to Act Within Scope of Authority - Directors must know both the scope of their own authority and the permitted activities of the corporation. A combination of the objects, the by-laws and the resolutions of the board of directors outline the permitted activities of the corporation and the scope authority of an individual director.

Liabilities of Directors

Criminal Liability –Arises out of breaking a law or committing a criminal act. The most common examples of criminal responsibility from a director's perspective would be conspiracy and fraud, as a director may be liable where the corporation commits fraud where it was authorized and allowed by that director as part of the board of directors. Liability insurance does not cover criminal liability.

Civil Liability –Legal obligations arising from private wrongs or a breach of contract. An offence may lead to personal liability where the director has had some personal participation in the offence. Even in more ordinary business a director should ensure that it is clear that it is the corporation and not the individual director that is entering into a contract or transaction. Liability insurance covers only civil liabilities.

Statutory Liabilities - While a detailed review of every potential area of liability is well beyond the scope of these notes, directors should be aware of the liability that exists under various statutes. Such potential liabilities are imposed with responsibilities under the incorporating statutes themselves and ranging from such areas as employee and workplace liability to income tax liability and environmental liability.

Protection of Directors

Indemnification - Indemnification means that the corporation will compensate the director for any loss incurred for the liabilities arising from the performance of the director's duties. Value of indemnification is, of course, dependent upon the financial stability of the corporation.

Insurance - It is becoming common for corporations to have some form of directors' and officers' liability insurance. It is important to review these policies from time to time in order to assess what is actually being protected. Not all types of liability will be covered. CPF National holds a policy for director's liability insurance that may be consulted upon request.

Independent Advice - It is not necessary in the day-to-day workings of the corporation. Directors may be required to seek independent advice from properly qualified individuals, in order to act in the best interest of the corporation. Advice must be sought when, in the opinion of the director, or Board, the issue at hand is complex and is deserving of an expert opinion.

Disclosure of Competing Interests - The clearest way to avoid personal liability is for a director to disclose to the board at the earliest time possible, all situations in which a conflict of interest may arise.

Ratification - Ratification may not be necessary depending on the nature of the director's actions and protection from personal liability might not always require ratification. In some circumstances, directors can be protected from personal liability where members of the corporation ratify their actions.

Due Diligence –Measure of prudence and responsibility in evaluating associated risks that is expected from, and ordinarily exercised by, a reasonable and prudent person under the circumstances. Different situations and different organizations will call for different levels of diligence. Acting in a cautious forward-looking manner may reduce the risk of liability.

Board of Directors Meetings - Oversight Schedule

The National Board of Directors shall meet in conjunction with the Annual General Meeting and at least twice outside of the Annual General Meeting.

Meetings are a combination of face to face board meetings and through web conference as required. In general, meetings are scheduled to provide direction on the strategic priorities identified and for oversight on the various time sensitive responsibilities of the organization.

The CPF National fiscal year runs April 1st to March 31st.

Sample agenda items would include:

- Insight/foresight exercise: Initial discussion of priorities for new fiscal year including budget requirements
- Initial discussion of budget for coming year (constraints, resource limitations, opportunities)
- Setting budget or reviewing financials
- Oversight of succession planning and risk management documents including financial contracts, investment policies, executive limitations, etc.
- Prep for AGM (roles, responsibilities, reports)
- Oversight of governance documents: Bylaws, board/staff relationship policies, etc.
- Orientation session with new Directors of the Board
- Receive committee updates on activities, set priorities based on recommendations.

Selection of Officer Positions on the CPF National Board of Directors

- The National Board President and Vice President shall be elected individually by secret ballot for a one (1) year term by ordinary resolution of the Voting Delegates at the National AGM from the elected members of the National Board of Directors.
- All remaining officers shall be appointed by the National Board for a one (1) year term of office. A director may serve as President for a maximum of four (4) years.

Duties of Officers

National President

- Responsible for the integrity of the board process, including effectiveness of meetings and Board's adherence to its own roles
- Chairs all meetings of the members
- Chairs Board meetings, keeps discussions focussed, and ensures fair deliberations
- May sit as an ex officio member of all committees and will be duly identified as such; and
- May represent the Board at public events and in the press.

National Vice President

- Perform such duties as assigned by the National President or by the National Board of Directors; and

- Acts in the absence or disability of the President and assists the President.

Secretary

- Responsible for the integrity of the Board documents
- Responsible for reporting on and noting any inconsistencies of Board actions; and
- Prepares minutes when necessary, e.g. at teleconferences.

Treasurer (Audit Chair)

- Oversees the financial operation of the organization
- Ensures the financial report mechanisms are in place
- Reviews quarterly financial statements with variance report
- Reports any discrepancies or concerns to the National Board; and
- Presents the audited financial statements at the Annual General Meeting.

Committees of the National Board

Standing Committees

Two **Standing Committees** are required pursuant to the CPF National Bylaws: Bylaws Committee and Nominating Committee.

Bylaws Committee

The National Board shall appoint a Bylaws Committee to conduct the annual review of the Bylaws and Policy documents. The Bylaws Committee shall table a statement at each National Annual General Meeting that the Bylaws have been reviewed and may make recommendations for changes.

Nominating Committee

The National Board shall appoint a Nomination Committee Chairperson at the first meeting of the Board after the Annual General Meeting. The committee shall solicit nominations to serve on the Board from the members of the organization and the community at large and follow nominating guidelines and processes as adopted by the National Board.

The Nomination Policy outlines the process for selection of candidates and election to the National Board of Directors. Each Branch has one “directed” vote in the election (Branch President or delegate) as do the Directors of the National Board. Once elected, the member must resign from any positions held at the Chapter or Branch level to serve on the National Board of Directors.

Ad Hoc Committees

The National Board may establish committees for specific purposes that are considered proper and fall within the National governance model.

The National Board shall define the duties and powers of any committee of the National Board that it establishes and may prescribe the procedures, rules and policies to be followed. The Board shall clearly identify the terms of reference for any such committee, including the deadline for completion of its mandate. Typical ad hoc committees include strategic planning, public policy, membership development, and fundraising committees.

The Board of Directors may by ordinary resolution remove any committee member.

CPF Network Leadership Councils: Presidents (CoP), Executive Directors (CoED)

There are two CPF Councils defined within the CPF Bylaw No. 1 as amended in 2016. These advisory councils bring together the respective leaders from each Branch and National to enable communication and sharing. Terms of reference for each Council have been developed to clarify the purpose of each council.

The primary goal of CPF Network Leadership Councils is to ensure that all strategies pursued clearly link to the common agenda and shared measures, as well as link to each other.

- Provide oversight, define boundaries
- Create common agendas, set strategic actions
- Oversee, monitor and report on progress
- Identify the shared measures based on collected data; and
- Communicate with each other in cascading levels of linked collaboration.

Council of Presidents (CoP)

The Council of Presidents (CoP) will be comprised of all duly elected Branch Presidents and the National President. The Branch Vice Presidents and the National Vice President can be asked to serve as respective designates. Vice Presidents may be invited to attend specific meetings with their respective Presidents. Alternates may attend meetings in the absence of the President but are not allocated membership status.

- Each president is responsible for reporting to their respective Branch/National Board on issues, trends and priorities for consideration that affect the direction of the organization, on a regular basis including an annual report on progress.

In light of this, the Council of Presidents

- Enhances collaboration and communication;
- Consults with and advises each other and the national board on organizational policies, and by-laws, our vision, mission, and position statements and on issues within CPF and in FSL education;
- Provides opportunities for learning and skills development;
- Shares information on National and Branch initiatives/programs, budget and application process, partners, advocacy, personnel and issues within CPF and in FSL education; and,
- Maintains the integrity and continuity of CPF as a national organization.

The principal responsibilities of each member are to:

- Attend meetings;
- Represent their respective Branch or National's point of view in a respectful and professional manner;
- Share proven practices;
- Bring forward significant issues; and
- Share the duties of planning meetings, chairing meetings, recording minutes, contributing to the agenda, reviewing the minutes and addressing action items.

Meetings of the CoP

The group meets as per schedule, about every 6 weeks by teleconference with the exception of July, August and December and any month in which a face to face meeting takes place. The CoP usually meets face to face in conjunction with the National AGM. Minutes are taken and kept on file.

Council of Executive Directors (CoED)

The Council of Executive Directors (CoED) will be comprised of all duly hired Branch Executive Directors and the National Executive Director. The Council of Executive Directors is designated as a CPF Network Advisory Committee.

- Each executive director is responsible for reporting to their respective Branch/National Board on issues, trends and priorities for consideration that affect the direction of the organization, on a regular basis including an annual report on progress.

As CPF network collaboration is an obligation within our funding agreement, sufficient funds need to be allocated in Branch budgets/National budget to cover reasonable meeting expenses.

In light of this, the Council of Executive Directors

- Adopts a supportive structure and a range of guiding principles to govern the collaboration of our Branches and National network;

- Guides direction of the CPF network strategy and nationally coordinated operations following the direction of the CPF Network Strategic Plan;
- Enhances collaboration and communication within the CPF network;
- Consults with and advises each other on organizational policies, statements and issues within CPF and in FSL educational domain;
- Provides opportunities for sharing expertise, learning and skills development among executive directors;
- Shares information on National and Branch initiatives/programs, including governance and operational issues within CPF and in FSL education;
- Ensures that all National and Branch strategy and actions are informed by expertise and the current Branch and Chapter organizational environments;
- Maintains the integrity and continuity of CPF as a National network to increase our network impact and demonstrate and report our collective impact to all stakeholders and our funders; and
- Reviews National policy, procedures, and protocols, and identifies gaps and sets priorities for development of new National policies and protocols to ensure a consistent message throughout the network and to all stakeholders;
- Reviews and provides feedback on materials, tools and training as they are developed to ensure a consistent message in line with the directions and priorities of the CPF Strategic Plan; and
- Refers issues that affect the network to governance as appropriate.

The principal responsibilities of each member are to:

- Attend meetings and give proper and timely notification of a missed meeting;
- Prepare for and participate in discussion, including reading and reviewing all materials on the agendas;
- Represent their respective point of view in a respectful and professional manner;
- Share best practices, insights from regions and bring forward informed ideas for consideration;
- Bring forward significant issues for discussion;
- Share the duties of planning meetings, chairing meetings, recording minutes, contributing to the agenda, reviewing the minutes and addressing action items in rotation;
- Support the work of the Council by attending face-to-face meetings annually and monthly web-based meetings (as possible);
- Participate actively in a collaborative decision-making process.

Meetings of the CoED

The group meets monthly by teleconference with the exception of July, August and December and any month in which a face to face meeting takes place. The Council meets face to face in conjunction with the AGM, usually one and half days scheduled on the Monday-Tuesday following the close of the National AGM.

The Council may schedule additional face to face meetings as required (i.e., collaborative network development for funding applications, etc.) Minutes once accepted and received by the executive directors, will be forwarded to their respective presidents.

4. Operational Structure and Support

CPF Network Collaboration Framework of Support

In 2015, a new Canadian Parents for French Network Strategic Plan was endorsed identifying four Strategic Priority Areas of Focus:

- A. Youth – create and promote opportunities for youth to learn and use French as a second official language
- B. Parents, members and volunteers – Support a collaborative Network
- C. Decision-makers – Inform and influence parents, stakeholders and government officials
- D. Organization – Lead a dynamic, strong and effective Network

In 2016-2017, the Strategic Planning Committee collected and posted tools to support Branch understanding during the implementation of the strategic plan. They consulted with National and Branch staff and volunteer leaders to identify practices to strengthen collaboration across the Network.

- CPF is one organization comprised of multiple entities that serves youth, members and stakeholders across Canada through active engagement in a united movement.
- The National Board provides leadership, support and resources to ensure that the Network achieves its shared goals.
- CPF National provides support to Branches, CPF Branches provide support to Chapters, to other Branches and to National.
- CPF National, Branches and Chapters engage collaboratively to identify challenges, explore new opportunities, implement proven practices and document results.
- CPF **Network Growth Strategy** focuses on continuous improvement, facilitating change and measuring impact. Canadian Parents for French aspires to adapt, grow and enhance the value and quality of service to youth, members and stakeholders.
- Collaboration increases our presence and visibility as an effective leader and a strong organization. Working together demonstrates a cohesive approach, strong leadership, and true impact across the country.

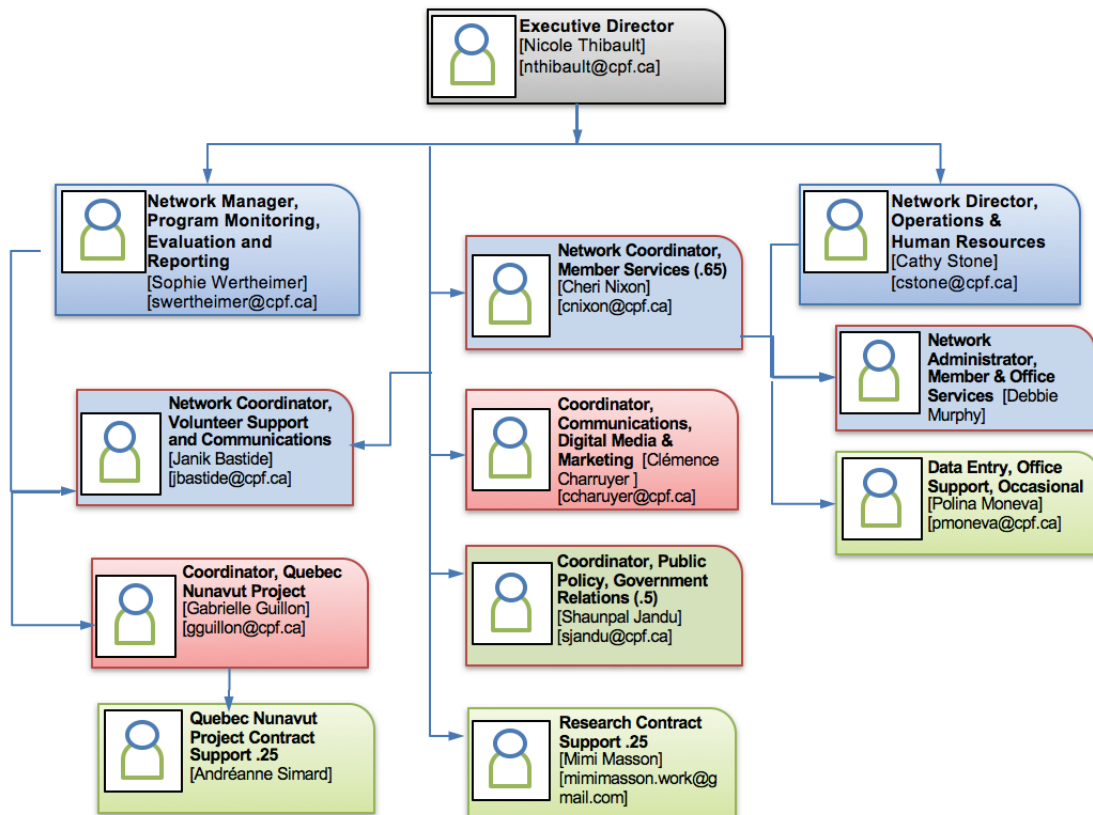
Our Network Vision for Collaboration

Canadian Parents for French collaborates as a Network to optimize our impact on FSL education for young Canadians.

CPF National Office Staff Support for the Network

Selected staff positions at the CPF National office have been designated to support the CPF Network collaboration (Blue).

CANADIAN PARENTS FOR FRENCH, NATIONAL - Updated September 2018



Committees of the Council of Executive Directors

The Council of Executive Directors (CoED) establishes operational committees made up of members of the CoED as needed or requested. These committees may help to set priorities, update processes, share tools and training, consolidate practices to ensure a consistent message in line with the directions and priorities of the CPF Network Strategic Plan, and priorities identified within our funding agreements throughout the Network and to all stakeholders.

Committees focus on projects of national scope and have included:

- CPF Magazine Committee
- CPF Conference Committee

- Governance and Personnel Processes & Manuals Committee
- Volunteer Management and Screening / Child Safety Committee
- Performance Measurement Strategy Implementation Committee

Support Manuals: ED Orientation Manual and Business Continuity Manual

All the CPF support documents are posted on the CPF National website (cpf.ca) as they are developed, reviewed and updated.

Important documents to be familiar with include:

- CPF National Bylaw 2016
- CPF Network Strategic Plan 2015-2020
- CPF National Policies – CURRENTLY UNDER REVIEW
- CPF Board of Director’s Orientation Manual
- CPF Executive Director Orientation Manual, Updated 2016
- CPF Business Continuity Manual 2017
- CPF Employee Handbook – UNDER REVIEW

<https://cpf.ca/en/about-us/governance/governing-documents/>

5. CPF Partners, Supporters, Collaborators, Allies and Champions

CPF Partners

FSL Partner Network

CPF is a founding member organization of the **FSL Partner Network** which supports the recognition and use of both official languages in Canadian society. The partners organize activities to further the learning and use of French as a second language by spreading knowledge and available expertise in a way that promotes linguistic duality. Along with CPF, the Partner organizations are:

- Association canadienne des professionnels de l’immersion (ACPI)
- Canadian Association of Second Language Teachers (CASLT)
- French for the Future (FFF)
- Experiences Canada (formerly Society for Educational Visits and Exchanges in Canada, SEVEC)

The FSL Partner Network acts as a resource for the Canadian government and other stakeholders by:

- Supporting a Canada-wide strategy for enhancing the advantages represented by learning French as a second language and the diversity of available school and extracurricular learning opportunities
- Encouraging the creation of a Canada-wide process for defining, measuring and promoting the successes of students learning French as a second language
- Taking the initiative in research, supporting research, and sharing the results so as to promote the development of innovative practices that revitalize the methods and programs for French as a second language
- Promoting the possibilities of continuous professional and linguistic development opportunities for teachers of French as a second language
- Showcasing the creation of a Canadian program for professional exchanges and learning activities intended for teachers and students; and
- Promoting occasions that allow students of French as a second language to explore career opportunities.

Public and policy activities of the FSL Partner Network

- Sharing resources and experiences
- Network for expertise and resource persons
- Space for exchanging inspiring ideas, trends, innovations, and practices here in Canada and around the world
- Increasing awareness among strategic stakeholders of the issues associated with promoting and gaining access to learning French as a second language

- Increasing awareness among strategic stakeholders of the plans and activities of Network members
- Taking common policy positions; and
- Increasing public awareness of the benefits of bilingualism.

Institutional Supporters (offering scholarships, bursaries)

CPF has signed agreements with several post-secondary institutions offering the CPF *Concours d'art oratoire* winners opportunities for study scholarships.

The current agreements are signed with the following institutions:

- University of Ottawa
- Université de Saint-Boniface
- Université Sainte-Anne
- Université de Moncton

Collaborators

CPF collaborates with national voluntary sector organizations, departments and offices of the Government of Canada, and intergovernmental bodies.

Association des collèges et universités de la francophonie du Canada (ACUFC) and ACPI

A protocol of collaboration was signed in June 2016 between our three organizations with the goals of:

- developing a common position on access to education in French along the elementary to post-secondary continuum
- increasing awareness of opportunities and motivating FSL graduates to pursue their studies in French at the post-secondary level; and,
- helping the francophone post-secondary institutions to integrate the FSL graduates by providing appropriate support services and guidance to ensure their success.

CPF collaborates on specific initiatives with **Francophone minority language counterparts** and may sign agreements on specific projects. Current and past collaborators include:

- Fondation canadienne pour le dialogue des cultures (organizers of the Rendez-vous de la francophonie initiatives each March)
- Fédération des communautés francophones et acadienne du Canada (FCFA)
- Fédération de la jeunesse canadienne française (FJCF)

Office of the Commissioner of Official Languages (OCOL)

The Office of the Commissioner of Official Languages is responsible for promoting official languages, monitoring and investigating complaints in relation to Canada's Official Languages Act.

The Commissioner of Official Languages of Canada is an agent of Parliament appointed for a seven-year term. The Commissioner reports directly to Parliament and is supported by the Office of the Commissioner of Official Languages.

The Commissioner of Official Languages of Canada has a mandate to take all measures within his/her power to ensure that the three main objectives of the *Official Languages Act* are met:

- Ensure the equality of English and French in Parliament, the Government of Canada, the federal administration and the institutions subject to the *Official Languages Act*
- Support the preservation and development of official language minority communities in Canada; and
- Promote the equality of English and French in Canadian society.

Council of Ministers of Education, Canada (CMEC) Secretariat

The Council of Ministers of Education, Canada (CMEC) is an intergovernmental body founded in 1967 by ministers of education to serve as:

- a forum to discuss policy issues
- a mechanism established to undertake activities, projects, and initiatives in areas of mutual interest
- a means to consult and cooperate with national education organizations and the federal government; and
- an instrument to represent the education interests of the provinces and territories internationally.

CMEC provides leadership in education at the pan-Canadian and international levels and contributes to the exercise of the exclusive jurisdiction of provinces and territories over education.

CMEC is governed by an agreed memorandum approved by all members. A Chair is elected every two years based on rotation among the provinces. All 13 provinces and territories are members.

Allies and Champions

Our CPF Patron

Governor General and Commander-in-Chief of Canada

- Her Excellency the Right Honourable Julie Payette, C.C., C.M.M., C.O.M., C.D.

Our CPF Distinguished Life Members

Carmeta Abbott	Berkeley Fleming	Pam Lewis	Susan Purdy
Carolle Anderson	Judy Gibson	Ronald Manzer	Ian Richmond
Carole Barton	Stewart Goodings	Hulda McGillivay	Kathy Silverstein
David Brennick	Paul Hayes	Sharon McInnes	Roderick Simpson
Eileen Callaghan	Carolyn Hodych	Kate Merry	Jean Swindells
Helen Campbell	Marsh Hoke	Marilyn Miller	Karen Taylor-Browne
Paul Caron	Brendan Holden	Beth Mlacak	Margaret Terry
Jeanne Collins	Dorothy Joy-Lothian	David Morris	Huguette Tricker
Trudy Comeau	Jane Keith	Mary Lou Morrison	Laura Van Loon
George Cooper	Patrick Kinnear	Joan Netten	Pat Webster
Paule Desgroseillers,	Hildi Konok	William Oxley	Deborah Whale
Denham Dingle	Marion Langford	Lisa Marie Perkins	Marie-Beth Wright
Thomas Dingle	Hilaire Lemoine	Patrick Poulin	Maxwell Yalden
Jan Finlay	Susan Levesque	Janet Poyen	

In Memoriam

Pat Brehaut
Jos Craven Scott
Victor Goldbloom
J. Elmer Hynes
W. Russ McGillivray
Kathryn Manzer
The Right Honourable Jeanne Sauv , Governor General of Canada 1984-1990
Robin Wilson