



Canadian Parents for French (CPF) Ontario Branch Policies

Adopted by the Board of Directors on July 12, 2023

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SECTION A – ENDS, MANDATE

SECTION A – ENDS, MANDATE

[END 01: Mission, Mandate](#)

[END 02: Strategic Priorities](#)

[END 03: Use of Organization Name, Brand, Visual Identity](#)

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SECTION A – ENDS, MANDATE

Policy No. & Title – END 01: Mission, Mandate

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

The ‘ends’ comprise the operating philosophy and focus statements in accordance with the mission, vision, and values statements of the [corporation](#).

Canadian Parents for French’s **mission, vision and values have evolved to reflect the interests and needs of a diverse membership in every province and territory.**

Canadian Parents for French - Ontario (CPF Ontario) **aims to create a collaborative provincial network of [Chapters](#), [Teams](#), and [volunteers](#) dedicated to the promotion and creation of French as a second language learning opportunities for youth in Ontario.**

2. Objective

To clarify the mandate of the [Corporation](#), the CPF Ontario Board of Directors (hereafter referred to as the “Board”) has identified its mission, vision, values, and beliefs statements as determined by the Canadian Parents for French - Network (CPF Network).

3. Policy

- **CPF Ontario activities, projects and initiatives will be chosen to reflect the mission, values, and beliefs of the [Corporation](#).**
- **CPF Ontario activities, projects and initiatives should move the organization forward and closer to attaining the objectives set out in the vision statement.**
- **It is recommended that CPF Ontario activities, projects, and initiatives include youth program support, member, and [volunteer](#) support, research collection, dissemination, advocacy initiatives, as well as special projects based on current needs and trends.**
- **The CPF Ontario [Branch](#), [Chapters](#), and [Teams](#), as well as the CPF Network and other provincial Branches, will work together to achieve the goals of the [corporation](#) and the success of its mission.**
- **CPF Ontario will further its aims, by seeking to develop on-going [partnerships](#) with organizations having similar or complementary goals.**

SECTION A – ENDS, MANDATE

- CPF Ontario **will maintain financial responsibility and stability through diversified revenue generating activities while adhering to appropriate CPF Ontario governance and executive [Limitations](#) policies.**
- **The Board is responsible for ensuring a regular review process of the mission, values, and beliefs of the [corporation](#) by seeking the input of the CPF Ontario membership, and to communicate updates and establish priorities as required.**

4. *Specific Directives*

This policy establishes these statements as the current CPF Ontario ends philosophies as agreed to by the CPF Network.

- **Our Core Idea - Why CPF Ontario exists**
 - **Every student in Ontario should have the opportunity to learn and use French.**
- **Our Mission – How CPF Ontario achieves our vision**
 - Canadian Parents for French is a nationwide, research-informed, volunteer organization that furthers bilingualism by promoting opportunities to learn and use French for all those who call Canada home.
- **Our Vision – What CPF Ontario wants**
 - A Canada where French – and English – speakers live together in mutual respect with an understanding and appreciation of each other’s language and culture and where linguistic duality forms an integral part of society.
- **Our Distinguishing Characteristic – About CPF Ontario**
 - The Ontario [Branch](#) office is located in Mississauga where we support parents, educators, stakeholders and Chapters across Ontario. We create and organize French language activities for youth in their regions, and work with all levels of government, educational partners and the public ensuring support for [French Second Language \(FSL\)](#) education.
- **Our Branch Values**
 - At Canadian Parents for French we value commitment to our mandate, the acquisition and dissemination of knowledge, and the taking of initiative and responsibility so that we achieve credibility and effectiveness.
- **Our Underlying Beliefs**
 - **Everyone in Ontario should have the opportunity to learn and use French.**
 - **Everyone in Ontario should be able to enjoy the many benefits of learning French.**

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- **Everyone in Ontario should have the opportunity to access services and to be effectively provided service in the official language of their choice.**
- **Learning more than one language enhances options and opportunities for everyone in Ontario.**
- **Multilingualism, including proficiency in French, enriches young people's lives.**

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Policy No. & Title – END 02: Strategic Priorities

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

The Canadian Parents for French – Ontario (CPF Ontario) **Board of Directors**, in alignment with Canadian Parents for French - National (CPF Network), the [CPF National Strategic Plan](#), and in **consultation with** the CPF Ontario membership, will design and develop [CPF Ontario Action Plan](#) based on **strategic directions and monitor results**.

2. Objective

To enable the Board to identify areas of focus, to guide the [CPF Ontario Action Plan](#), to provide a **consistent** framework for program and services delivery so as to better evaluate results and report **impact** at all levels of CPF Ontario.

3. Policy

The Board will determine an appropriate annual allocation of resources to support the implementation of the [CPF Network Strategic Plan](#) through the [CPF Ontario Action Plan](#) in consultation with the [Executive Director](#).

- One [CPF Network Strategic Plan](#) will set priorities and identify desired results for all of CPF, with a [CPF Ontario Action Plan](#) ensuring governance and operations target the specific regional needs within Ontario.
- The annual budget process will allocate resources based on these priorities.
- Yearly operational action plans, based on directions set in the [CPF Network Strategic Plan](#) and [CPF Ontario Action Plan](#), will be developed to ensure the most effective use of resources to achieve the desired results.
- Results will be regularly monitored and evaluated to ensure that priority activities are completed on time and within budget.
- The strategic plan and the supporting [CPF Ontario Action Plan](#) will be reviewed annually by the Board.
- The results of initiatives will be reported at the [Annual General Meeting](#) and in the annual report available to the membership.

SECTION A – ENDS, MANDATE

- The [CPF Ontario Position Statements](#) state the organization’s position on issues related to French as a second language education practice, policy, and/or professional development.
- White Papers that support the [CPF Ontario Position Statements](#) provide an authoritative guide to inform readers concisely about the complex issues and present the CPF Ontario philosophy on the matter.

4. *Specific Directives*

CPF NETWORK STRATEGIC PLAN

- The [CPF Network Strategic Plan](#) will span a five (5) year timeline. A committee comprising [representatives](#) from provincial Branches, Chapters, Teams, staff, and [volunteer](#) leaders will guide the development and implementation of the plan on behalf of CPF National based on four (4) strategic areas of focus:
 - Youth
 - create and promote opportunities for youth to learn and use French
 - Members, Volunteers, [Donors](#)
 - support a collaborative membership
 - Decision Makers
 - inform and influence parents, partners, stakeholders, government officials and the [media](#)
 - Organization and Leadership Capacity
 - lead a dynamic, strong and effective membership
- The [CPF Network Strategic Plan](#) posted on the CPF National website will be consulted for current strategic directions, desired outcomes, and strategies as well as details on the CPF White Papers, current research and advocacy support materials, and the four (4) major Position Statements confirmed for communications and advocacy purposes:
 - Universal Access
 - Effective Programs
 - Recognized Proficiency Levels
 - Leadership Accountability)

SECTION A – ENDS, MANDATE

CPF ONTARIO ACTION PLAN

- All CPF Ontario Chapters, and Teams have a responsibility of staying informed of and following current strategic priorities and directives set out the [CPF Ontario Action Plan](#).

SECTION A – ENDS, MANDATE

Policy No. & Title – END 03: Use of Organization Name, Brand, Visual Identity

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

A strong visual identity plays an important role in shaping the image of the [corporation](#). Each time Canadian Parents for French (CPF) engages with its audiences, there is an opportunity to communicate the corporation's vision, values and beliefs through its visual identity.

The [impact](#) of the corporation's brand is measured not only by what people know about CPF, and how they feel about CPF, but by how easily they recognize CPF and identify with the organization. Following visual identity guidelines allows the corporation to protect one of its most valuable assets – its corporate brand identity.

2. Objective

This policy provides specific guidelines and standards to CPF Ontario and others for the implementation of the CPF Ontario visual identity, logos and graphic standards in all forms of CPF Ontario communications, as outlined in the necessary government legislation and [trademarks](#) and licensing requirements.

It also outlines the requirements for using and customizing the CPF Ontario logo and wordmark for [Branch](#), Chapter, and Team use.

3. Policy

- CPF National is the legal owner of the *Canadian Parents for French* name, the CPF initialism, and the official visual logo. CPF National has the responsibility of protecting the [corporation](#)'s visual identity. The official logo and associated marks are [trademarked](#) and protected by licensing agreements.
- A *CPF National Brand Book* outlines the guidelines for customizing the use of the logo required for Chapter, Team, and Branch variations. The *CPF National Brand Book* is reviewed every two years with the most current information posted on the CPF National website for reference.
- CPF Ontario has established standards for the visual identity of the organization within the *CPF National Brand Book*. All those responsible for

SECTION A – ENDS, MANDATE

the production of both print and electronic communications produced by, or for, CPF Ontario are expected to apply these standards correctly.

- The Board is responsible for ensuring a regular review of the visual identity of the [corporation](#) by CPF Ontario and communicate updates and establish priorities as required.
- All publications in print or electronic form and branded materials will display the approved visual identity and logo image which must appear at least once. Size and location will be dictated by space and design but the size of the word mark and images or logos will appear so that they are readily recognizable and maintain the integrity of the word mark or image.
- Other complementary images are permitted and included in the Brand Book, such as the use of the Proud of Two Languages (often referred to as the 'POTL') image with the bilingual English-French slogan.

4. *Specific Directives*

- The CPF Brand Book includes guidelines for logo use and customization, brand colours, complementary visual images as well the key messages, bilingual slogans approved by CPF during the review process.
- In addition to the CPF Network **Brand Book**, a CPF Network **Writing Style Guide** including a [French as a Second Language \(FSL\) Glossary of Terms and Acronyms List](#) offers the official writing guide for the CPF Ontario membership to present a [consistent](#), professional image.

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Policy No. & Title – END 04: Membership Accessibility

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French – Ontario (CPF Ontario) **has an obligation to ensure interested individuals or organizations who wish to join Canadian Parents for French (CPF) as members can do so. Membership is open to any adult or organization who is interested in furthering the [objects](#) of CPF, who has paid the membership fee, and whose application for admission as a member has been accepted.**

People have joined CPF Ontario for many reasons including to support an effort to promote and create opportunities for youth to learn and use French.

2. Objective

To ensure that all CPF Ontario members have a [clear](#) understanding of their rights and privileges as members of the [corporation](#).

3. Policy

- **Membership is available to any adult or organization who has paid the appropriate membership fee and whose application has been accepted.**
- **Membership becomes effective upon completion of processing and receipt of the membership fee and remains in effect for a period of twelve (12) months or thirty-six (36) months from that date depending on the fee paid.**
- **Membership categories, associated fees, and their distribution will be established from time to time by the CPF Ontario [Voting Delegates](#) at an [Annual General Meeting](#).**
- **Membership in Canadian Parents for French - Ontario means membership in the national organization. A member may move province or territory and remain a member.**
- **Membership fees are paid to and processed by the CPF National office. Funds are rebated to [Branches](#) who in return rebate funds to individual Chapters and Teams to support their activities. All funds distributed derived from membership fees, are to be used to further the goals of the [corporation](#).**

SECTION A – ENDS, MANDATE

- **Membership data is kept at the CPF National office. The member is assigned to the CPF Ontario [Branch](#) if that member resides in Ontario. Place of residence is important for the purposes of voting or for representation on a Branch Board of Directors.**
- **Only a CPF Ontario [member in good standing](#) may exercise their right to vote.**
 - **‘In good standing’ means a member who has paid their membership dues in full for the relevant year.**
- **The voting rights of CPF Ontario members are as specified in the CPF Ontario bylaw.**

4. Specific Directives

MEMBERSHIP CATEGORIES

Currently, CPF Ontario has four categories of membership:

- **Individual (voting)**
- **Family (voting)**
- **Associate Member Organizations (non-voting)**
- **Affiliate Members**
 - CPF Ontario **staff or individuals residing outside the province (non-voting)**

CPF DISTINGUISHED LIFE MEMBERSHIP AWARD

Over the course of our organization’s history, CPF has recognized individuals who have rendered significant service to the organization. One recognition award conveys an individual lifetime (voting) membership in CPF. It is awarded to a CPF member, usually every second (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](#)**
- **Outreach to Partners**

MEMBER VOTING RIGHTS

- **Individual and Family members are entitled to receive notice of and attend all meetings of members, and are entitled to one (1) vote at the relevant CPF**

SECTION A – ENDS, MANDATE

Ontario, **Chapter**, or Team **meeting of members including at the** CPF Ontario [Annual General Meeting](#).

- **Affiliate Members and Associate Member Organizations do not have the right to vote.**

SECTION B – GOVERNANCE

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GOV 01: Bylaw & Policy Development & Management

GOV 02: Board & Network Guiding Principles

GOV 03: Duties, Roles & Responsibilities of Directors of the Board

GOV 04: Meetings of the Board

GOV 05: Nomination Committee & Election Process

GOV 06: Standing & Ad Hoc Committees of the Board

GOV 07: Responsibilities & Obligations of Entities of CPF Ontario

GOV 08: Duties of National Advisory Councils

GOV 09: Conflict of Interest

GOV 10: Volunteer Code of Conduct, Ethics

GOV 11: Violence & Harassment

SECTION B – GOVERNANCE

Policy No. & Title – GOV 01: Bylaw & Policy Development & Management

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

The Canadian Parents for French – Ontario (CPF Ontario) Bylaws and policies provide the guiding principles that direct CPF Ontario. The Board develops and manages the bylaws and policies that uphold the mission and vision of Canadian Parents for French (CPF).

2. Objective

To provide direction and a standard of practice in creating and managing the CPF Ontario bylaws and policies in accordance with the CPF National [Bylaw No. 1](#).

3. Policy

BYLAWS

- **The CPF Ontario [Bylaw No. 1](#) states that a Bylaws Committee will be formed following each [Annual General Meeting](#) and is responsible for the creation and review of the [Branch Bylaw No.1](#) of the [corporation](#).**
- **The CPF Ontario [Bylaw No. 1](#) of the corporation will be reviewed every five (5) years with input invited from across the CPF Ontario membership.**
- **The [Terms of Reference](#) sets out the mandate for this committee, including member composition, the CPF Ontario consultation and input process and timelines. These terms are reviewed and updated after each Annual General Meeting by the Board.**
- **The CPF National Bylaw Committee will ensure that Branch Bylaws, including the CPF Ontario Bylaws, remain in compliance with National Bylaws' approved additions or changes.**
- **CPF Ontario will share proposed amendments with the National Board of Directors (as per CPF National Bylaw No.1) prior to approval by the membership. Amendments to the CPF Ontario Bylaw are not in effect until approval is granted by the National Bylaw Committee on behalf of the National Board of Directors.**
 - **A copy of the approved CPF Ontario Bylaw should be filed at the CPF National office.**

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POLICIES

- The CPF National Bylaw Committee is also responsible for the creation and review of CPF National Policies. National policies must be **consistent** with the National **Bylaw No.1**.
- CPF National Policies will be reviewed every two (2) years **on a rotational basis** to ensure that they are current and relevant, and receive the invited input from across the CPF Network as per the CPF Inclusive Policy Making Procedure.
- The CPF National Bylaw Committee will establish a process with consideration given to the **CPF Inclusive Policy Development Process** to ensure that **Branch Policies**, including CPF Ontario policies, remain **consistent** with CPF National Policies' approved additions or changes.
- CPF Ontario will share proposed amendments with the CPF National Board of Directors (as per CPF National **Bylaw No.1**) upon their approval.
- Once approved by the Board, the CPF Ontario Bylaw No. 1 amendments will be presented at the next Annual General Meeting for approval by the **Voting Delegates** by special resolution.
- Once approved by the **Voting Delegates**, the CPF Ontario Bylaw No. 1 will be posted on the CPF Ontario website.
 - A copy of current, approved CPF Ontario Policies should be filed at the CPF National office.

4. *Special Directives*

- The **Executive Director** is responsible to ensure the Board, staff and membership are guided, directed and adhere to the CPF Ontario bylaws and policies.
- The CPF Ontario Governance Policies are divided into five (5) categories based on the CPF National model:
 - Overall Guiding Principle
 - overarching idea, context for policy
 - Objective
 - aim, goal, purpose for the policy
 - Policy
 - set of agreed ideas to guide **behaviour** or a plan of what to do in a particular situation
 - Special Directives

SECTION B – GOVERNANCE

- **specific, suggested, official instruction for actions**
- Hyperlinks and [Glossary of Terms](#)
 - **definitions and statements that explain the meaning of a word or phrase**

SECTION B – GOVERNANCE

Policy No. & Title – GOV 02: Board & Network Guiding Principles

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

The Canadian Parents for French – Ontario (CPF Ontario) Board structure and board membership is designed to enhance and facilitate CPF Ontario’s ability to be a high-performing corporation and carry out the vision and mission.

2. Objective

To ensure awareness of the adoption of core values and guiding beliefs that assist the Board and membership in their decision making on behalf of CPF Ontario.

3. Policy

- **The Board ensures the establishment of a governance structure that reflects and advances agreed upon core values.**
- **The Board will function in a leadership role with a clear plan for continuity in culture and values. It strives to create a culture of learning, working for continuous improvement and maximum impact for members and stakeholders.**
- **The CPF Network has identified core goals for its Network and core values for its governance structure to support collaboration.**

4. Special Directives

- **The core goals for CPF Ontario, in accordance with the CPF Network’s broader goals, are:**
 - **to optimize its impact on French learning opportunities for youth across Ontario**
 - **to adapt, grow and enhance the access to and value of its services to youth, members and stakeholders across the province**
 - **to demonstrate a cohesive approach, strong leadership, increasing its presence and visibility as a strong organization across the province**
- **The core values for governance structure for CPF Ontario, in accordance with the CPF Network’s broader values for governance structure, include:**

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- **inclusivity and respect in all our interactions**
- **open communication and [collaboration](#) among all stakeholders**
- **objective and evidence-based positions**
- **innovative and aspirational while achievable mission and goals**

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Policy No. & Title – GOV 03: Duties, Roles & Responsibilities of Directors of the Board

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

The Canadian Parents for French – Ontario (CPF Ontario) Board governance roles are designed to enhance and facilitate each elected individual’s ability to oversee and support the high performance of the corporation.

2. Objective

To ensure all elected CPF Ontario Directors understand their duties, roles and responsibilities as Directors of the Board.

3. Policy

CPF ONTARIO BOARD

- **The CPF Ontario Board is the legal authority for Canadian Parents for French – Ontario, under the National Network of Canadian Parents for French (CPF). It acts in a position of trust and is responsible for the effective governance of the corporation as a whole. This governance board provides strategic directions and identifies key priorities and delegates decision-making authority over the day-to-day operations to the CPF Ontario Executive Director.**
- **The Board’s primary focus is on policy determination, interpretation, and operational oversight.**
- **The Board will be organized for maximum effectiveness, with members appropriately competent and diverse, with rotating terms of office, and with a clear plan for continuity in leadership, culture, and values.**
- **The Board’s duty is to the corporation as a whole:**
 - **directors, members, and staff**
 - **clients, funders, and creditors**
 - **government**
 - **public**
- **The Board is committed to demonstrating commitment to its employees and supporting its volunteers.**

SECTION B – GOVERNANCE

- The Board has a responsibility to monitor its performance in meeting the primary responsibilities of the organization and to cultivate a sense of group responsibility. It will enforce upon itself whatever discipline, as needed, to govern with excellence. Discipline will apply to matters such as attendance, respect of roles, [speaking with one voice](#), and ensuring the continuity of governance capability and [succession](#).

CPF ONTARIO DIRECTORS

- The principal roles and responsibilities of the Board Directors are outlined in the CPF Ontario [Bylaw No.1](#) which aligns with the [Canada Not-for-profit Corporations Act \(S.C. 2009, c. 23\)](#).
- Directors are charged with:
 - maintaining the [integrity](#) and [continuity](#) of CPF Ontario's mandate at all levels
 - upholding the mission of CPF Ontario in determining and demanding appropriate organizational performance
 - [monitoring performance](#) at all levels of CPF Ontario to ensure compliance with governing policy
 - serving as a link between CPF Ontario and its members, [volunteers](#), and the public it serves
- Directors sit on the Board in a [personal capacity](#) and are responsible for the oversight of the [corporation](#) by upholding the mission, vision, values, and ends policy statements
- The duties of Directors are outlined in the *CPF Ontario Board Governance Orientation PowerPoint Presentation* and in the definitions below including:
 - **Fiduciary Duty**
 - **Duty of Knowledge**
 - [Duty of Care](#)
 - **Duty of Skill and Prudence**
 - [Duty of Diligence](#)
 - **Duty to Manage**
 - **Duty to avoid [Conflicts of Interest](#)**
 - **Duty to act within Scope of Authority**
- The liabilities and protections of the Directors of the Board are outlined in the *CPF Ontario Board Governance Orientation PowerPoint Presentation* and in the definitions below including **Criminal, Civil and Statutory Liabilities** and

SECTION B – GOVERNANCE

Protections such as indemnification, insurance, independent advice, [disclosure](#) of competing interests, and ratification.

- Directors' interaction with the [Executive Director](#) must recognize the lack of authority vested in individuals except when explicitly authorized by the Board.
- Directors of the Board commit themselves to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum by Directors.
- Directors of the Board will adhere to the [Conflict of Interest](#) policy.
- Publicly, Directors are required to faithfully communicate to the community with the principle of the Board [speaking with one voice](#).

4. *Specific Directives*

- New Directors will receive an [orientation](#) to the Board's governance process and periodic Board discussion of process improvement to support capability and continuity of governance.
- A governance [succession plan](#) for positions will be established in accordance with CPF Ontario [Bylaw No.1](#).

PRESIDENT

The President:

- ensures that the Board behaves according to its own rules and those legitimately imposed upon it from outside the association by:
 - chairing all meetings of the Board of Directors
 - keeping meeting discussion focused on those issues that, according to Board policy, clearly falls within the Board's domain
 - ensuring that deliberation is fair, open and thorough, but also efficient, timely, orderly and kept to the point
- makes decisions that fall within Governance Process and Board-Executive Director Relationship Policies, except where the Board specifically delegates portions of this authority to others and use reasonable interpretations of the provisions in these policies; however, the President has no authority to make decisions concerning policies created by the Board regarding Governance, Ends and Executive Limitations
- represents the Board to outside parties in announcing Board-stated positions and in stating their decisions and interpretations within the areas delegated to the President
- promotes the visibility and financial stability of CPF Ontario

SECTION B – GOVERNANCE

- has [signing authority](#) for CPF Ontario
- acts as chief spokesperson for CPF Ontario
- acts as the primary link between the Executive Director and the Board
- provides support and advice to paid staff through the Executive Director
- assumes responsibility and accountability for any tasks identified for the President in the bylaws

VICE PRESIDENT

The Vice President:

- **ensures that they are adequately prepared to act in the absence of the President**
- performs any and all duties of the President, as and when required
- assists the President, as and when required

TREASURER

The Treasurer:

- approves all payments over \$20,000 where not covered under a contractual agreement¹
- is prepared, upon request, to submit a financial statement to the Board
- is responsible for monitoring [Branch](#) finances in accordance with the bylaws and approved budget
- reviews and approves the Executive Director's [Expense Reports](#) on behalf of the organization
 - review must take place prior to reimbursement of expenses that are not covered under the expenses and remuneration policy or included in an employment contract
 - typically occurs immediately prior to each Board meeting

LIAISON WITH CHAPTERS

Members of the Board may liaise, on behalf of the organization, with Chapter Chairs to:

- establish rapport
- provide feedback to the Board
- provide information

¹ In unusual and extreme circumstances the President reserves the right to appoint a designate.

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- receive information
- promote and support Membership Drives
- promote and support networking among Chapters and Members

ACTIVE MEMBER OF BOARD COMMITTEES

Each Board member shall be an active member of a Standing or Ad-hoc Board Committee.

The Board may appoint [ad hoc committees](#) from time to time for specific purposes. These may include:

- Awards
- Advocacy

These [ad hoc committees](#) shall automatically terminate after a year or after completion of their mandate, whichever comes first or unless given a definite renewed mandate by the Board. The term of reference shall be clearly identified by the Board.

SECTION B – GOVERNANCE

Policy No. & Title – GOV 04: Meetings of the Board

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

The Canadian Parents for French - Ontario (CPF Ontario) Board meetings set parameters that allow for productive and efficient dialogue, in a style emphasizing outward perspective, encouragement of diversity of viewpoints, strategic future focused leadership, proactive collective decisions, and with a clear emphasis on generative governance.

2. Objective

To ensure that Board meetings are for the purpose of achieving results identified within the CPF Network Strategic Plan as well as fulfilling the mandate of the corporation.

3. Policy

- **Meetings will be conducted according to Robert's Rules of Order.**
- **Meetings may be conducted face to face, by telephone or electronically and will start and end on time. The Chair will ensure that established time frames are honoured.**
- **Attendance at meetings is mandatory. Directors are expected to be present and prepared, and to participate productively in discussion.**
- **Non-compliance with this policy is grounds for removal from the Board.**
- **Meetings of the Board will be at the call of the President, and will be scheduled in advance to ensure maximum attendance, except in emergency situations in which case discretion and common sense will prevail.**
- **Board meetings are open to all CPF Ontario members who request to attend. Meeting dates are published in advance on the website.**
- **An agenda and support materials will be prepared and distributed in advance of each meeting.**
- **Announcement of an in-camera session will be on the published agenda. Any Director may request an in-camera session.**
- **The agenda will follow a format that supports generative governance discussion and may contain reports according to the main pillars of the**

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strategic plan allowing monitoring of progress and oversight, as well as financial reports and policy reviews, for example.

- Minutes will be **recorded**, including decisions and action items, assigned responsibility areas, motions carried and time frames.
- Decisions at board meetings are made primarily by consensus.
- Items requiring a vote are made with a motion, a seconder, allowing for discussion and are passed with a simple majority. Voting will be conducted only during a meeting in which a quorum of the Board participates. Results of a vote are to be duly recorded as part of the permanent **record**. The Chair has no vote unless it is needed for a tie.
- The minutes of meetings of the Board are published within an agreed upon time after the meeting and ratified at the following Board meeting. In the interim, the intent of motions approved by the Board may be acted upon.
- Board meeting minutes are made accessible to the public following their approval.

4. *Specific Directives*

- Non-attendance at two consecutive meetings may result in providing grounds for consideration of removal of Directorship, except where prior notice of a **force majeure** has been given to the President.
- Directors have one (1) week to provide agenda items and comments to the President after receiving the draft agenda. The final agenda will be distributed at least two weeks prior to the scheduled date of the meeting.
- The minutes will be finalized and distributed two (2) weeks after the meeting.

EXECUTIVE DIRECTOR COMMUNICATION & SUPPORT TO THE BOARD

The Executive Director shall ensure that the Board remains informed by:

- monitoring data required by the Board in an agreed-upon fashion and in the agreed upon timelines
- making the Board aware of relevant trends, significant legal issues, anticipated adverse **media** coverage or significant external and internal changes, particularly changes in the assumptions upon which any previous Board policy has been established
- advising the Board if, in the Executive Director's opinion, the Board is not in compliance with its own policies on *Governance Process and Board-Executive Director Relationship*, particularly in the case of Board action that is detrimental to the organization

The Executive Director shall deal with the Board as a whole except when:

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- fulfilling individual requests for information
- responding to officers or committees duly charged by the Board
- briefing and advising senior officers between meetings of the Board on matters that fall within the [normal](#) functions of the organizations
- report in a timely manner any actual or anticipated non-compliance with any policy of the Board

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Policy No. & Title – GOV 05: Nomination Committee & Election Process

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French - Ontario (CPF Ontario) **believes it is important to select Directors of the Board by using an open, transparent, and respectful process.**

The work of the Nominations Committee is essential in creating and maintaining a strong Board.

2. Objective

To establish the mandate of the Nominations Committee responsible for the nomination and election process of Directors of the CPF Ontario Board on behalf of the membership.

To provide the steps in the process for the nomination and election of Directors of the CPF Ontario Board.

3. Policy

NOMINATIONS COMMITTEE

- **In accordance with CPF Ontario [Bylaw No.1](#), the Board will annually establish a Nominations Committee, a [standing committee](#) of the Board, who will solicit nominations to serve on the Board from the members of the organization and the community at large and follow nominating guidelines and voting processes as set out in this policy.**
- The Nominations Committee shall not exceed five (5) members and should include at least two (2) Directors, with one being the Committee Chair.
- The [Executive Director](#), staff, contract personnel, or anyone receiving pay for work from CPF Ontario shall not be a member of the Nominations Committee, or participate in any decision-making process of the Committee, nor in the work of the Committee, except with administrative duties requested by the Committee.
- **The composition of the Board aims to be inclusive and which will appropriately represent the interests of members of the membership, by providing the necessary breadth and depth of knowledge, skills, and experience required to meet the Board's responsibilities and objectives. To this end the Nominations Committee shall try to ensure that the Board:**
 - reflects the diversity within Ontario

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- represents equitable regional representation
- reflects the partnership between parents, educators and the community
- **The Board will ensure the Nominations Committee respects the composition and qualifications of the CPF Ontario Board Directors as set out in the Bylaws.**
- The Committee Chair and staff will organize the election at the [Annual General Meeting \(AGM\)](#).
- **Directors of the Board will be elected through a transparent process by the [Voting Delegates](#) as outlined in the [CPF Ontario Nominations Process](#).**
- **The total number of candidates recommended by the Nominations Committee should exceed the number of vacancies for Director positions on the Board.**
- Additional terms of service should not be automatic.
- **[Voting Delegates](#) will receive sufficient information on nominees to make a reasonable decision on qualifications and suitability for election to the Board.**
- CPF Ontario **does not support [active campaigning](#) either during the election process, at, or prior to the [AGM](#).**
 - **If active campaigning is found to occur, it may result in the disqualification of the candidate.**
- **The election process will allow sufficient time to vote.**
- **The election must be ratified at the [AGM](#) by [ordinary resolution](#) of all the [Voting Delegates](#) present at the AGM.**
- **The results of the election will be communicated to the [Voting Delegates](#) by the Chair of the Nominations Committee.**
- **The nomination and election process for Directors of the Board will adhere to the [CPF Privacy Policy](#).**
- All proceedings of the Nominations Committee are confidential and, should the workings of the Nominations Committee be made known to anyone outside of the Nominations Committee members, this may be deemed grounds for immediate termination of the offending member.
- **An exit interview for retiring Directors will be conducted by the Chair of the Nominations Committee, or designate, to provide information that will permit the Board to improve its function. The retiring Director's responses will be held in confidence. The process will adhere to the [CPF Privacy Policy](#).**

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ELECTION FOR PRESIDENT AND VICE PRESIDENT

The CPF Ontario **President and Vice-President will be elected from the elected Directors through a transparent process by [Voting Delegates](#) present at the [AGM](#) as outlined in the [CPF Ontario Nomination Process](#).**

4. Specific Directives

NOMINATION COMMITTEE DUTIES

The specific duties of the Nomination Committee include:

- developing and maintaining records of Board and Board committee members, including information on skills, interests, experience, Board-related [orientation](#) and [training](#) and terms of service
- working with the President to identify future Board needs
- working with the President to identify the strengths and gaps of the Board
- identifying necessary selection criteria for recruiting new Directors
- gathering and generating names of prospective Directors
- researching and screening prospective Directors
- recommending to the Board a list of possible Board nominees
- working with the President to make sure that proper nomination and election procedures are followed in accordance with the Bylaws and the nominations process.
- reviewing bylaws, policies and procedures on the nomination process and to make recommendations to the Board as necessary on recruitment, selection and assessment annually and to make recommendations for amendments to the Board

Individual Board members contribute to Board recruitment by:

- providing suggestions for prospective Directors
- cultivating future prospective Directors
- helping with recruitment activities as needed
- assisting to identify future Board needs, strengths and weaknesses.

Members of the organization contribute to Board recruitment by:

- providing suggestions for prospective Directors to the Nominations Committee
- considering letting their own name stand for election

The President may:

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- be a member of the Nominations Committee
- **assist the Nominations Committee by offering their opinion on future board needs and strengths and weaknesses of the Board**
- assist with contacting potential Board nominees
- consult with members who have not fulfilled their responsibilities and, if appropriate, ask them about leaving the Board
- be responsible for and may delegate the [orientation](#) and training of new Directors with assistance from the Nominations Committee

Immediately after the [Annual General Meeting](#), the Board appoints individuals to serve on the Nominations Committee.

NOMINATION PROCESS

- This Policy is intended to permit an orderly process by which nominations are received, assessed and presented to the Membership in a timely manner.
- Nominations from the Floor are disallowed.
- Currently serving Board members completing their two (2) year term must be re-nominated.

Persons may be nominated to the CPF Ontario Board of Directors in two (2) categories as follows:

Category A – Nomination by a Chapter

- A Chapter may nominate a candidate for a position on the Board by forwarding the name of the potential candidate to the Nominations Committee up to eight (8) weeks prior to the date of the [Annual General Meeting](#) in any given year.
- The nomination must be accompanied by a résumé and written consent of the nominee and signed by three (3) Chapter Officers and one (1) other member in good standing in their Chapter.

Category B – Self Nomination by a Volunteer

- A member may volunteer as a candidate for a position on the Board by forwarding their name to the Nominations Committee up to eight (8) weeks prior to the date of the [Annual General Meeting](#) in any given year.
- The nomination must be accompanied by a résumé and written consent of the volunteer and signed by either:
 - two (2) Chapter Officers and two (2) other members in good standing, or
 - one (1) [Branch](#) Officer and two (2) other members in good standing.

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SELECTION CRITERIA FOR NOMINEES

All persons nominated must:

- be CPF Ontario [members in good standing](#)
- demonstrate an understanding of and willingness to assume the role of a Board member
- be willing to chair a Board Committee
- believe in Canadian Parents for French's mission and values

Ideal nominees should:

- be an active member of their local Chapter constituency, School Board jurisdiction or partner organization for at least two (2) years, preferably in a leadership role
- possess skills and knowledge that the Board may require to meet the short- and long-term plans of the [corporation](#)

COMMITTEE PROCESS

1. The Nominations Committee assesses the skills of current Directors and considers what strengths will be lost as members complete their term.
2. The Nominations Committee considers the short- and long-term plans of the Organization and any specific Board needs that are required to carry out these plans.
3. The Nominations Committee develops the selection criteria for prospective Directors and discusses the selection criteria with the existing Board.
4. The Nominations Committee requests suggestions or nominations for suitable prospective Directors from a variety of sources.
5. The Nominations Committee designs a customized approach for recruiting each individual nominee and assigns a recruiter or recruitment team to approach each nominee.
6. The recruiters carry out the recruitment plan and invite interested nominees to stand for election.
7. The Nominations Committee researches all of the nominees in more depth and chooses suitable candidates to recommend to the current Board.
8. The Nominations Committee's recommendations must be approved by the existing Board.
9. The Nominations Committee shall arrange to circulate, in a summarized form, the slate of nominees and their qualifications to attendees at least thirty (30) days before the Annual General Meeting.

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10. The nominees will be presented to the voting members at the [AGM](#) by the Nominations Committee Chair.
11. Adequate ballots will be provided to the voting members to permit an elimination system of voting. For example, if five (5) candidates are presented to the voting members at the [AGM](#) to fill two (2) positions, there will be three sets of elimination votes, with the one candidate with the least votes being eliminated each time.
12. The Board Chair announces the result of any election.
13. The Board may invite unsuccessful nominees to fill other roles within CPF Ontario that complement their knowledge and skills.

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Policy No. & Title – GOV 06: Standing & Ad Hoc Committees of the Board

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

The Canadian Parents for French - Ontario (CPF Ontario) **Board Standing and [Ad Hoc Committees](#) are established to assist the Board, by advising on priority issues, preparing policy alternatives and bringing forth implications for Board deliberation.**

Board Standing and Ad Hoc Committees, when used, will be assigned so as

- to reinforce the wholeness of the Board's work
- never to interfere with:
 - delegations from the Board to the Executive Director
 - the work and role of paid staff

2. Objective

To outline the duties, purpose and [limitations](#) of the CPF Ontario Board Standing and Ad Hoc Committees.

3. Policy

This policy does not apply to committees formed under the authority of the [Executive Director](#). Directors who serve on operational committees and working groups established by the Executive Director do so as [volunteers](#) and not as Directors.

- **Board Committees are chaired by a Director of the Board.**
- **Board Committee chairs are appointed at the first meeting of the Board after the [Annual General Meeting](#).**
- **Board Committees are focused on governance and report to the Board. Staff involvement is coordinated through the Executive Director.**
- **Board committee member composition will be based on expertise, continuity, and staggered terms of service to enable participation of new committee members for [succession](#) and education purposes.**
- **A Board committee may not speak or act for the Board except when formally given such authority for specific and time-limited purposes by the**

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Board. Such authority will be clearly communicated in order not to conflict with authority delegated to the Executive Director.

- The Executive Director and President are **ex-officio** members of all Board Committees and will be identified as such.
- The President has a vote only on Committees where they are a full member.
- The Executive Director is not entitled to vote on Board Committee decisions.
- Meeting attendance is mandatory. Committee members are expected to be present and prepared, and to participate productively in discussion.
 - Non-attendance at two (2) consecutive meetings may result in providing grounds for consideration of removal of the committee member.
- The Board of Directors may, by **ordinary resolution**, appoint or remove any committee member.
- The CPF Ontario **Bylaw No.1** requires the establishment of two **Standing Committees**, Nominating and Bylaws, and allows for the establishment of additional **Ad Hoc Committees** as approved by the Board.

STANDING COMMITTEES

- The Bylaws Committee will conduct the annual review of the Bylaws and Policy **documents** in accordance with the Committee's **Terms of Reference**. The Bylaws Committee Chair will report at each **Annual General Meeting** that the Bylaws have been reviewed and present recommendations for changes, if any.
- The Nominations Committee will solicit candidates to serve on the Board by following the nominating guidelines and processes as adopted by the Board and as outlined in the Committee's **Terms of Reference**. The Nominations Committee Chair will report at each **Annual General Meeting** that the nominating process has been completed and allow for the election process to take place.

AD HOC COMMITTEES

- The Board may establish **Ad Hoc Committees**, including setting their **Terms of Reference**. Typical Ad Hoc Committees might include strategic planning, public policy, membership development, and **fundraising** committees.
- **Ad Hoc Committees** automatically terminate after one (1) year unless given a definite mandate by the Board.

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4. *Specific Directives*

- A **Terms of Reference** for each Board Committee, Standing and Ad Hoc, will clearly outline the mandate, membership and responsibilities of members of the committee. Committee meetings and activities are scheduled over the calendar year.
- The **Terms of Reference** for each Committee will be reviewed and updated annually by the Board after the Annual General Meeting.
- The **Branch** office will circulate a Call for Interest to serve on Board Committees and communicate with members of committees whose mandate has ended.
- Although a composition for Board committees is pre-prescribed, for example they must include the President and **Executive Director**, changes to the composition of a Board Committee may be made by the Board as required to fulfill the objectives of the Committee.

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Policy No. & Title – GOV 07: Responsibilities & Obligations of Entities of CPF Ontario

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French (CPF) is one incorporated organization, comprised of multiple entities that serves youth, members and stakeholders across Canada through active engagement in a united movement. CPF collaborates as a Network to optimize its impact on French Second Language (FSL) education for youth in Canada.

Canadian Parents for French - Ontario (CPF Ontario) is an incorporated charitable organization and a provincial Branch of the organization that serves youth, members, and stakeholders across Ontario.

2. Objective

- **To ensure all entities understand their responsibilities and obligations in advancing the CPF's mission, vision, and values.**
- **To ensure all entities understand their obligation to adhere to the CPF Ontario **Bylaws, policies, strategic plan and brand.****
- **To ensure all entities understand the commitment to, and necessity of, regular reporting and organizational procedure required to comply with funding agreements.**

3. Policy

ADVANCING THE CPF MISSION, VISION, AND VALUES

- **CPF Ontario supports the vision of an Ontario where French- and English-speakers live together in mutual respect with an understanding and appreciation of each other's language and culture.**
- **CPF Ontario provides accurate information on which to base informed decisions about the choice of French Second Language (FSL) learning opportunities for youth.**
- **The CPF Ontario Board and Office engages with the provincial government and provincial organizations involved in promoting official language French-English bilingualism to create an environment supportive of FSL education across Ontario.**

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- The CPF Ontario Chapters and Teams engage with education departments, school jurisdictions, schools, the public, and local organizations involved in promoting official language French-English bilingualism to create an [environment](#) supportive of FSL education across Ontario.
- CPF Ontario creates, facilitates, organizes, and promotes proven practices in French language learning and cultural activities for youth.
- CPF Ontario is strengthened by National, [Branches](#), and Chapters engaging collaboratively to identify challenges, explore new opportunities, implement proven practices and document results. [Collaboration](#) increases our presence and visibility as an effective leader and a strong organization working to enhance the value and quality of service to youth, members and stakeholders.
- The National Board Committees, the [Council of Executive Directors \(CoED\)](#) and [Council of Presidents \(CoP\)](#) have been established to ensure the opportunity for CPF Network staff and [volunteer](#) leaders to participate in the collaborative process. There is a responsibility for [Branch](#) and National staff and volunteers to contribute and share the workload necessary to achieve results.

ADHERENCE TO GOVERNANCE DOCUMENTS

- As stated in CPF National [Bylaw No.1](#), unless permission has been granted by the National Board of Directors, the name "Canadian Parents for French" will not be used by any organized body.
- Having incorporated and been granted the exclusive use of the name "Canadian Parents for French", it is understood that CPF Ontario has entered into an agreement with a common understanding of CPF's goals, objectives, governing [documents](#) and mutually agreed upon [obligations](#) that affect CPF as a whole.

OVERSIGHT RELATIONSHIP

- The structure of CPF can be described as a [centralized federation](#). The established relationship between National and the [Branches](#) is such that National has an obligation for oversight over the Branches with respect to actions that affect CPF as a whole.
- In order to comply with the established oversight relationship of National and as required by CPF National [Bylaw No.1](#), CPF National requires regular reporting and communications from all [Branches](#), including CPF Ontario.
- In exercising its oversight and authority, CPF National shares a reciprocal duty with the Branches, including CPF Ontario, to act in good faith, which speaks to concepts of loyalty, respect, and fairness as stated in the CPF governance framework and pan-Canadian framework for roles and responsibilities.

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- CPF Ontario is charged with:
 - maintaining the **integrity** and **continuity** of CPF’s mandate at all levels
 - upholding the mission of CPF in determining and expecting appropriate organizational performance
 - **monitoring performance** at all levels of CPF Ontario to ensure compliance with governing policy and funder **obligations**
 - serving as a link between CPF Ontario and its members, **volunteers**, and the public it serves
 - ensuring that the boundaries between oversight and interference are not breached and that a dispute resolution procedure is in place

4. *Specific Directives*

It is expected that all entities of CPF Ontario will:

- Understand and use the priorities of the **CPF Network Strategic Plan**, adapted locally through the **CPF Ontario Action Plan**, as direction for governance decision making and implementation of operational activities to advance the CPF mission, vision, values, and position statements.
- Understand and adhere to the **obligations** as outlined in the CPF governance **documents**.
- Understand and adhere to the **obligations** of the signed contribution agreements with funders including reporting deadlines and using agreed-upon reporting activity and financial templates.
- Regularly, actively participate on CPF National and **Branch** Committees and on **Advisory Councils**, including the Council of Presidents (CoP) and Council of Executive Directors (CoED).

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Policy No. & Title – GOV 08: Duties of National Advisory Councils

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French [Bylaw No.1](#) recognizes two (2) [advisory councils](#) as mechanisms to bring together and provide the opportunity for staff and [volunteer leaders](#) to collaborate, communicate and participate in a sharing process across the Canadian Parents for French - Network (CPF Network).

2. Objective

To outline the duties, purpose and [limitations](#) of the CPF Network [Advisory Councils](#):

- [Council of Presidents \(CoP\)](#)
- [Council of Executive Directors \(CoED\)](#)

3. Policy

- The [Council of Presidents](#) and the [Council of Executive Directors](#) meet to discuss issues, trends and priorities for consideration that affect the direction of the organization, advise the National Board, offer recommendations, share workload and report on National Committee and Branch progress, network and offer support to each other on proven practices.
- A [Terms of Reference](#) for each Council is developed to clarify their roles, responsibilities and [obligations](#). Each Council will review these terms annually at the meeting held in conjunction with the National [Annual General Meeting](#).
- The [Council of Presidents](#) is comprised of all duly elected [Branch Presidents](#) and the National President.
- The [Council of Executive Directors](#) is comprised of all duly hired Branch [Executive Directors](#) and the National Executive Director.
- The Council of Presidents and Council of Executive Directors meet in conjunction with the [Annual General Meeting](#). Additional meetings by teleconference are scheduled throughout the year and where applicable an in-person meeting outside of the Annual General Meeting may also be scheduled. In the interests of continuity, [Vice Presidents](#) may attend Council of Presidents meetings but are not allocated membership status.

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- Meeting attendance is mandatory. Council members are expected to be present and prepared, and to participate productively in discussion.
- As CPF Network [collaboration](#) is an obligation within our funding agreement, sufficient funds will be allocated in each respective budget to cover reasonable meeting expenses.

4. *Specific Directives*

COUNCIL OF PRESIDENTS (CoP)

- Each president is responsible for reporting to their respective Board and [Executive Director](#) on issues, trends and priorities for consideration that affect the direction of the [corporation](#), on a regular basis including an annual report on progress.
- The group meets by teleconference as per a predetermined schedule determined at the meeting in conjunction with the National [Annual General Meeting](#).
- Regrets should be sent to the Chair of the meeting. 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.
- Agenda items can be submitted to the Chair a week prior to the meeting or as indicated in the [Terms of Reference](#).
- Written [Branch](#) reports are submitted prior to the meetings and available for collective access.
- Minutes are taken and kept on file. Minutes once accepted and received by the Presidents, will be forwarded to their respective Boards and a copy filed at CPF National office.
- All other details are contained in the Council of Presidents [Terms of Reference](#).

COUNCIL OF EXECUTIVE DIRECTORS (CoED)

- Each [Executive Director](#) is responsible for reporting to their respective 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.
- The group meets monthly by teleconference as per a pre-determined schedule with the exception of July, August, and December and any month in which an in-person meeting takes place.

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- **The Council of Executive Directors may schedule additional in-person meetings as required**, for example, in **collaborative network development for funding applications**.
- In the absence of the **Executive Director** no alternate is required. Permission may be granted to alternates to attend meetings in the absence of the Executive Director but alternates are not allocated membership status.
- Minutes are taken and kept on file. Minutes once accepted and received by the Executive Directors, will be forwarded to their respective Presidents and a copy filed at CPF National office.
- All other details are contained in the Council of Executive Directors **Terms of Reference**.

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Policy No. & Title – GOV 09: Conflict of Interest

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French - Ontario (CPF Ontario) **has an obligation to protect the corporation's interest when entering into a transaction or arrangement that might benefit the private, personal, ethical or financial interests of one of its officers, directors or employees. Conflicts of interest may jeopardize a corporation's charitable status.**

2. Objective

To protect the corporation's public image and the integrity of its decision-making process, to enable our members and stakeholders to have confidence in our integrity, and to protect the reputations of volunteers, staff, and board members.

3. Policy

- This policy does not replace any applicable provincial, territorial or federal law governing conflict of interest.
- An annual review is conducted with all directors, employees, or committee members identifying situations and circumstances in which personal interests are, or can appear to be, in conflict with the interests of the corporation, including direct or indirect financial interest.
- Every individual serving in an official capacity on behalf of CPF Ontario has a duty to disclose any potential conflict of interest as specified in the definitions included in this policy.
- Any interested person will be given the opportunity to disclose all material facts to the remaining directors or committee members who are considering the proposed transaction or arrangement.
- The review of any disclosure is done privately without the presence of the interested person.
- A written record must be kept of any proceedings concerning interested persons who have either disclosed a conflict of interest, or were found to have one.

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4. *Specific Directives*

- If the **Board** or **Committee** has reason to believe an **interested person** has failed to **disclose** actual or potential conflicts of interest, the interested person will be asked to explain the circumstances.
- After review, a vote by simple majority, will be taken to determine whether a conflict exists. If it is determined that an alleged conflict exists, corrective action may be taken.
- If it is determined that a **conflict of interest** exists, the **interested person** will be removed from any discussion or vote on the issue. Corrective action may be taken up to and including removal of the interested person from the **Board** or **Committee**.
- If it is determined that no **conflict of interest** exists, the person may participate in any discussion and be able to vote on the matter.

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Policy No. & Title – GOV 10: Volunteer Code of Conduct, Ethics

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French - Ontario (CPF Ontario) as a designated charitable organization fosters a respectful and collaborative [environment](#), open communication and professional interactions for all staff and [volunteers](#).

Employee [behaviour](#) expectations are outlined in the *CPF Ontario Employee Handbook*, a document which is reviewed with and signed by all employees.

We expect all volunteers to demonstrate behaviour that ensures the work of the [corporation](#) is accomplished respectfully and productively, protecting the corporation's positive public image. [Ethical leadership](#) is an essential way for charitable not for profits to maintain the public's trust.

2. Objective

To provide [volunteers](#) with guidelines to deter wrongdoing, reduce the level of organizational [risk](#) and increase performance by helping people make ethical choices and to ensure that there is accountability for those choices while working together to accomplish the goals of the [corporation](#).

3. Policy

- CPF Ontario requires that all [volunteers](#), including officers and directors comply with all laws, rules and regulations applicable to the [corporation](#). Sound judgment and common sense is to be used to comply with all federal and provincial applicable laws, rules and regulations.
- CPF Ontario adheres to the [Canadian Code of Volunteer Involvement](#), created by Volunteer Canada, which provides guiding principles that frame the relationship between [volunteers](#) and the organization, and general volunteer [code of conduct](#) expectations and is shared with volunteers during onboarding or [orientation](#).
- CPF Ontario does not discriminate, and will not tolerate [discrimination](#), [harassment](#) or violence by or against its employees and [volunteers](#), nor condone it in any way.
- [Volunteers](#) must act in the best interests of the [Corporation](#), refraining from engaging in any activity or having a personal interest that presents a [conflict of interest](#). [Disclosure](#) of any transaction or relationship that

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reasonably could be expected to give rise to a conflict of interest is compulsory.

- **Volunteers** must maintain the confidentiality of **personal information** entrusted to them in their capacity with CPF Ontario. **Unauthorized disclosure** of any confidential information is prohibited.
- Every **volunteer** has the responsibility to ask questions, seek guidance, report suspected violations and express concerns regarding compliance with this **Code of Conduct**, without any fear of retaliation.

4. Special Directives

CPF Ontario demonstrates **ethical leadership** by:

- **complying with federal and provincial laws, rules, and regulations**
- **adhering to national and provincial compliance procedures**
- **having established corporation policies**
- **putting in place risk mitigation and management processes such as appropriate cybersecurity measures, conducting regular legal and banking audits, circulating permission requests for use of photographs**

Refer to specific **documents** developed to address employee and **volunteer behaviour** expectations and different aspects of conduct within the CPF Ontario workplace, including:

- [*Canada Not-for-profit Corporations Act \(S.C. 2009, c. 23\)*](#)
- [*CPF Ontario Bylaw No. 1 \(May 2019\)*](#)
- *CPF Ontario Employee Handbook*
- [*Canadian Code of Volunteer Involvement*](#)
- *CPF National Conflict of Interest Policy*
- *CPF National Conflict Resolution Protocol*
- [*CPF Privacy Policy*](#)

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Policy No. & Title – GOV 11: Violence & Harassment

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

Overall Guiding Principle

Canadian Parents for French - Ontario (CPF Ontario) furthers French-English bilingualism by promoting and creating opportunities for youth to learn and use French.

In accordance with the [Ontario Human Rights Code](#), CPF Ontario does not condone and will not tolerate acts of [harassment](#) or discrimination by any employee, volunteer, or member of the general public acting on its behalf or participating in any activity sponsored by the corporation.

Objective

To provide the Board, staff, and [volunteers](#) with guidelines first and foremost to prevent bullying and [harassment](#), as well as a clear complaint and resolution process should bullying or harassment occur.

Policy

- Harassment comprises any unwelcome or objectionable, physical, visual or verbal conduct, comment or display, whether intended or unintended, that is insulting, humiliating or degrading to another person, or creates an intimidating, hostile or offensive environment and/or is on the basis of race, ethnicity, language, financial ability, religion, gender or sexual orientation, disability or age, or any other kind of discrimination which is prohibited by provincial legislation.
- Generally harassment is considered to have taken place if the person knows, or should reasonably know, that the behaviour is unwelcome. Harassment is often defined as “engaging in a course of vexatious comments or conduct that is known or ought to reasonably to be known to be unwelcome”.
- Harassment can usually be distinguished from normal, mutually acceptable socializing. What one person finds unwelcome, others may not; therefore it is important to remember that it is the perception of the receiver of the potential offensive message which may be deemed objectionable or unwelcome that determines whether something is acceptable or not.
- Making a false complaint or providing false information about a complaint is prohibited and a violation of this policy. Individuals who violate this policy are subject to disciplinary action up to and including termination of employment or membership.

SECTION B – GOVERNANCE

- Managing and/or coaching that includes counselling, performance appraisal, work assignment, and the implementation of disciplinary actions is NOT a form of [harassment](#) or [bullying](#), and this policy does not restrict a Manager's responsibilities in these areas.

Special Directive

COMPLAINTS

A person who believes they have been harassed (the complainant) should:

- if comfortable to do so, inform the accused that the behaviour is offensive, unwelcome, against the [corporation's](#) policy and should stop
- make note of the date, time, and location of the incident(s)
- if not comfortable to confront the accused or if unwelcome behaviour continues, report the incident(s) to the applicable authority. This would be the supervisor in the event of a workplace incident (unless that individual is the alleged offender in which case it should be reported to the President), the [Executive Director](#) and/or President if the incident(s) occur at a public event.

COMPLAINTS PROCESS

When a complaint is received (whether oral or written), CPF Ontario will complete a thorough investigation by:

- obtaining and recording a full, step-by-step account of the incident/s including the name of the person or persons involved and the name of any person or persons who may have witnessed the incident(s)
- ensuring that the corporation's process for handling the complaint is understood
- determining the complainant's preferred outcome, for example an apology, the behaviour to cease, a change in working arrangement, disciplinary action
- agreeing on the next step whether to conduct an informal or formal investigation
- keeping a confidential record of all details of this discussion and subsequent steps in the process

INFORMAL RESOLUTION

If an informal resolution has been chosen, the person who received the complaint will:

- inform the accused of the complaint and provide an opportunity to respond
- ensure both parties understand their rights and responsibilities under the corporation's policy
- if possible, mediate an outcome that is satisfactory to the complainant
- ensure that confidentiality is maintained

SECTION B – GOVERNANCE

- follow up to ensure that behaviour does not re-occur

FORMAL RESOLUTION

If a formal investigation has been requested, or if an informal resolution has failed, the person who received the complaint will:

- interview separately all directly concerned
- interview witnesses separately
- keep records of the interviews and investigation
- ensure confidentiality and minimize disclosure
- make a determination as to whether there is sufficient evidence that a reasonable person could conclude the balance of probabilities (as in, it's more likely than not) that an incident(s) of harassment as defined by the legislation has occurred

Should there be a high level of probability:

- determine appropriate action, which may include a change of duties or working arrangements for the accused or, where the incidents were frequent and/or severe, dismissal. This could mean the resignation or a withdrawal of membership of a volunteer.
- other actions may include a verbal or written apology, a letter of reprimand or suspension, a referral to counselling and/or sensitivity training.

Where it is not determined by the required test that the incident(s) of harassment as defined by the legislation has occurred

- may still take action to ensure the proper functioning of the workplace and these actions should not prejudice either party.
- the situation should continue to be monitored and training provided as necessary.

In General:

- Any interference with the conduct of an investigation, or retaliation against a complainant, respondent or witness may lead to disciplinary action.
- Ensure that the action taken meets the needs of the complainant and the corporation.
- Where the conduct involves, or may involve, criminal activity, the corporation reserves the right to invoke criminal charges.

SECTION C – RISK AND RECORDS MANAGEMENT

SECTION C – RISK AND RECORDS MANAGEMENT

[RRM 01: Ethical Fundraising, Donations, Gift Acceptance](#)

[RRM 02: Financial Planning & Reporting](#)

[RRM 03: Maintaining Business Continuity](#)

[RRM 04: Network Emergency Crisis Response](#)

[RRM 05: Financial Accountability & Controls, Liability](#)

[RRM 06: General Risk Identification, Accountability](#)

[RRM 07: Supplies, Services & Property](#)

[RRM 08: Insurance Coverage & Protection of Assets](#)

[RRM 09: Investment Fund Limitations](#)

[RRM 10: Corporate Documents & Records Management](#)

[RRM 11: Personal Information Protection, Privacy Statement](#)

SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title – RRM 01: Ethical Fundraising, Donations, Gift Acceptance

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French - Ontario (CPF Ontario) **has an obligation to use sound, [ethical fundraising](#) practices, and to support our [donors](#) in making informed decisions regarding how they choose to support our organization.**

2. Objective

To provide staff and [volunteers](#) with [fundraising](#) guidelines for making ethical choices while ensuring accountability, safeguarding the [donor](#) and sponsor interests, as well as protecting CPF Ontario's corporate public image.

3. Policy

- CPF Ontario has adopted the Canadian Centre for Philanthropy's [Ethical Fundraising and Financial Accountability Code](#) (the Code) as its policy.
- The Board commits to:
 - being responsible custodians of donated funds
 - exercising due care concerning the governance of [fundraising](#) and financial reporting
 - ensuring to the best of their ability that the organization adheres to the provisions of the Code
 - reviewing [donor](#) and [fundraising](#) activities on an annual basis
- CPF Ontario Directors of the Board and staff are responsible for reading, understanding and complying with the [Ethical Fundraising and Financial Accountability Code](#).
- CPF Ontario accepts funding and [donations](#) from individuals or organizations whose values and strategic objectives best align with or at least do not counter, the CPF mission, vision, and values, that of promoting and creating French Second Language learning opportunities for youth in Ontario.
- Acceptance or receipt of a [donation](#) or gift by CPF Ontario does not automatically constitute an [endorsement](#) of the individual or organizational [donor](#).

SECTION C – RISK AND RECORDS MANAGEMENT

CHARITABLE DONATIONS AND ISSUANCE OF CHARITABLE RECEIPTS

- Any CPF entity which has registered with the [Canada Revenue Agency \(CRA\)](#) will issue a [charitable donation](#) receipt for a [donation](#) made to it in its own name and retain all of the donation. It is responsible for filing appropriate receipts and financial reports with CRA.
- Any CPF [Branch](#) which has not registered with the [CRA](#) and which receives a [donation](#), will have the donation made payable to Canadian Parents for French. CPF National will issue a receipt for the Branch and return the funds to the Branch within 30 days. The Branch will be responsible for filing appropriate financial reports with CRA
- Where given, [tax receipts](#) will be issued to the [donor](#) by no later than February 28, 2020 of the calendar year following the year in which the [donation](#) was made for all cash donations over \$20.00.

TAX RECEIPT FOR GOODS OR SERVICES DONATED

- CPF Ontario will exercise discretion in providing tax receipts for donated goods or services and, where given, will be issued to the [donor](#) by no later than February 28 of the calendar year following the year in which the [donation](#) was made.

The [Executive Director](#) will seek the advice of a [third party](#) competent to assess the value of the goods or services in accordance with the guidelines of the [CRA](#) if there is disagreement between the [donor](#) and CPF Ontario as to the value of the [donation](#), within the limitations outlined in the Code.

SPONSORSHIP, GIFTS & DONATIONS

- All [donations](#) will be used to support the charity's [objects](#), as registered with [Canada Revenue Agency \(CRA\)](#).
- There must be a [clear](#) connection between the [donation](#), gift or other form of support or [sponsorship](#) and CPF's mandate when lending the CPF name or donating to, buying a gift for, or otherwise supporting or sponsoring any individual, organization, association, business, or [corporation](#).
- CPF Ontario considers [sponsorship](#) of only provincial or regional events, activities, and organizations which offer opportunities to market CPF's products and services, or to communicate key messages and themes.
- CPF Ontario's [sponsorship](#) programs seek to achieve a balance between community benefit, direct business benefit and image improvement. In our sponsorship programs we aim to achieve the following:
 - clear, positive, sustainable community benefit
 - enhanced community capacity
 - mutual respect

SECTION C – RISK AND RECORDS MANAGEMENT

- commercial or reputational business benefit
- open dialogue and participation
- measurable, positive outcomes
- long-term commitment

CPF ONTARIO SOLICITATION OF DONATIONS

- CPF Ontario solicits **donations** and accepts gifts that are **consistent** with its mission and that support its core programs, as well as special projects.
- CPF Ontario will treat **donors** and prospective donors with respect when soliciting **donations**. Both CPF Ontario's purpose and contact information will be clearly identified when soliciting on its behalf. Every effort will be made to honour donor requests to:
 - limit the frequency of solicitations
 - only solicit respecting privacy legislation
 - discontinue solicitations where it is indicated they are unwanted or a nuisance
- The privacy of donors will be respected as per the *RRM 11: Personal Information Protection, Privacy Statement*.

GIFT ACCEPTANCE

- Gifts of Real Property, Personal Property or Securities may only be accepted upon approval of the National President. CPF Ontario urges all prospective **donors** to seek the assistance of personal legal and financial advisors in matters relating to their gifts, including the resulting tax and estate planning consequences.
- Decisions on the restrictive nature of a gift, and its acceptance or refusal, will be made by the Board in consultation with the **Executive Director**.
- CPF Ontario will seek the advice of legal counsel in matters relating to acceptance of gifts when appropriate:
 - gifts of securities that are subject to restrictions of buy-sell agreements
 - **documents** naming CPF Ontario as trustee or requiring CPF Ontario to act in any fiduciary capacity
 - gifts requiring CPF Ontario to assume financial or other **obligations**
 - transactions with potential conflicts of interest
 - gifts of property which may be subject to environmental or other regulatory restrictions

SECTION C – RISK AND RECORDS MANAGEMENT

- CPF Ontario **will not accept gifts that:**
 - **would result in CPF Ontario violating its corporate charter**
 - **would result in CPF Ontario losing its status as a charitable organization**
 - **are too difficult or too expensive to administer in relation to their value**
 - **would result in any unacceptable consequences for CPF Ontario**
 - **are for purposes outside CPF’s mission**
- **In accepting to receive an insurance policy as a gift – CPF Ontario must**
 - **own the policy**
 - **be named as beneficiary**
 - **ensure the policy is paid up**
- **In accepting wills as a gift – the language included in the will must specify if the gift is to CPF Ontario and include the applicable charitable organization number.**
- **In accepting stocks and bonds, shares, publicly traded securities as a gift – it is CPF Ontario policy to sell these immediately. The bank provides a receipt of the market value which then enables CPF Ontario to provide a receipt to the [donor](#) right away.**

RESTRICTED & ENDOWMENT FUNDS

CPF Ontario **will administer restricted or endowment funds [consistent](#) with the [donor](#) wishes and generally accepted accounting principles. Any endowment will be classified as “restricted”. Refer to *RRM 9: Investment Fund Limitations*.**

4. Specific Directives

CPF Ontario **issues [charitable donation](#) receipts for any [donations](#) worth \$20 or more and as per [CRA](#) guidelines.**

SPONSORSHIP SELECTION CRITERIA

- **CPF Ontario will focus its community investment on youth and education except for [philanthropy](#) for specific causes, for example [volunteer](#) advocacy.**
- **CPF Ontario will not support programs for:**
 - **political or religious organisations**
 - **projects which denigrate, exclude or offend minority community groups**

SECTION C – RISK AND RECORDS MANAGEMENT

- **projects that create environmental hazards**
- **programs that uphold principles of respect that are any less than those we apply to our own people**
- **programs that involve the taking of unnecessary [risks](#), and/or which may put public safety at risk**
- **The President authorizes approval of applications for support over \$25,000.**

SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title – RRM 02: Financial Planning & Reporting

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French – Ontario (CPF Ontario) is a **fiscally responsible corporation** that ensures budgets are drafted, followed, reported upon and support the *CPF Network Strategic Plan* priorities, CPF Ontario Action Plan, and multi-year budgetary **limitations**.

2. Objective

To ensure that the **Executive Director** has the guidance necessary to manage and supervise the financial resources of the **corporation** in a prudent and fiscally responsible manner.

3. Policy

- The **Executive Director**, in consultation with the Board Treasurer, will prepare and present a balanced budget to the Board annually. The proposed budget should include a small projected surplus, if any.
- The Executive Director will make every effort to ensure the members of the Board receive **training** on how to read and interpret financial statements.
- Audited financial statements will be produced annually. The financial statements of the **corporation** must be prepared in accordance with *Generally Accepted Accounting Principles*. An outside auditor will be appointed annually.
- The audited financial statements will be presented at the **Annual General Meeting** for approval of the members of the corporation.
- The **Executive Director** will comply with the current executive limitation policies that provide appropriate controls and ensure appropriate insurance coverage to mitigate organizational **risk**.

4. Specific Directives

ANNUAL BUDGET

- The CPF Ontario **annual budget must be received by the Board at least 60 days prior to the beginning of the fiscal year.**

SECTION C – RISK AND RECORDS MANAGEMENT

- The budget must reflect the priorities identified within the current [CPF Network Strategic Plan](#) and the [CPF Ontario Action Plan](#). The proposed budget must allocate an appropriate amount of funds and resources for an annual fiscal audit.
- Once accepted, the budget must be adhered to in accordance with funder stipulations as well as any other guiding policies. Proposed changes to the budget are decided between the [Executive Director](#) and the Board Treasurer and ratified by the Board. Changes made to the original budget must be archived so that a history of the annual budget is available for review, comparison and decision making.
- Prior to every Board Meeting, the Executive Director or designate and the Board Treasurer will review the quarterly financial statements including the balance sheet, income and expenses statements, and [cash flow](#).

OPERATIONAL PRACTICES

The [Executive Director](#) will:

- ensure that a safety reserve of no less than 90 days operating costs will be available at any time
- ensure that reporting [obligations](#) to authorities or funding agencies are met on time and without penalty
- seek the Board's approval to enter into new banking arrangements
- limit short-term operating line(s) of credit to:
 - less than one (1) year
 - less than three (3) months' of operating expenses
 - pledged against operating assets only
 - operational requirements only
- get approval of the Board prior to entering into long-term borrowing or long-term lease arrangements

SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title – RRM 03: Maintaining Business Continuity

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French - Ontario (CPF Ontario) **wishes to ensure that the corporation is able to maintain its critical activities, key to ensuring the strategic intention of the Canadian Parents for French Network (CPF Network) in the face of disruptive challenges such as cybersecurity threats, fraud, flooding or theft.**

Therefore, CPF Ontario is **expected to prepare, exercise, maintain, and review business continuity management systems which enable ongoing operations before and/or during any potential threats or disruptions.**

2. Objective

To define a broad framework for the implementation of CPF Ontario business continuity management to minimize the impact of business disruption and ensure CPF Ontario maintains a functional office in Ontario.

To monitor and conduct oversight checks by ensuring procedures exist for:

- **respecting CPF Ontario bylaws and policies, requesting reports as may be required, including but not limited to annual reports, financial statements, audited statements, legally binding contracts**
- **recording, assessing, and managing business continuity risk including plans for responding to business disruptions or incidents, the impact(s) of an event or situation regardless of cause**
- **identifying, prioritizing, and maintaining essential services or restoring services to a minimum acceptable level**

3. Policy

The CPF Ontario Executive Director has overall responsibility for business continuity management, with the close collaboration of the other Branch Executive Directors, on behalf of the CPF Network.

- **The CPF National Executive Director will:**
 - **ensure appropriate monitoring process structures are in place to implement effective business continuity arrangements**
 - **monitor the implementation of this policy**

SECTION C – RISK AND RECORDS MANAGEMENT

- raise issues of concern, advising on resources necessary for the adequate control of potential severe CPF **risks** at the appropriate forums
- produce a *Business Continuity Management Manual* that is readily available and report same to the Board. This manual will be shared as a template for Branch **Executive Directors**, including CPF Ontario, to adapt for Branch specificity and relevant provincial or territorial legislation.
- CPF Ontario, through CPF National, will receive **guidance and training** to ensure that senior level staff are informed and able to deal appropriately with Board and Executive level issues and processes, and to adopt reasonable measures to ensure the operational continuity of processes and activities, based on their criticality.
- CPF Ontario will include safety and reliability criteria within policies which reasonably ensure the continuity of the critical services provided by third parties, should said services be outsourced.
- CPF Ontario will establish appropriate communication procedures, both internal and external, which ensure their correct execution and timely delivery of information to all the stakeholders.
- CPF Ontario will communicate to all staff and **volunteers** their responsibilities and the procedures that may affect them, within the **business continuity** framework and through dissemination and **training** activities.
- The *Business Continuity Management System* will include reviews, verification checks and amendments on a regular basis as well as when significant changes arise, with the aim of continuously improving them.

4. *Specific Directives*

- The Board and **Executive Director** have the obligation to remain informed of **obligations** and **limitations** as articulated and defined by CPF National respecting their oversight role in maintaining the **integrity** and **continuity** of the **corporation**.
- The Executive Director is responsible for keeping their respective *Business Continuity Management System* resource up to date as needed, whether online or as a print document and keeping the Board informed of its contents.
- A *Business Continuity Management System* – resource contents to include:
 - CPF Ontario **Staff and Board Information**
 - Office telephone, email, emergency contacts

SECTION C – RISK AND RECORDS MANAGEMENT

- Home telephone, Home address
- Cell phone numbers
- Telephone, Computer, Server passwords
- Current employment contracts
- CPF Ontario **Office Financial Banking Information**
 - **Bank Account(s): account #, phone, email**
 - **Credit Cards: names, numbers, passwords**
 - **Account holders, Authorized cheque signers, E-commerce contacts**
 - **GST /HST numbers, contacts**
 - **Office Safe Combination, Safety Deposit Box location & access information**
 - **Auditor and Accountant: phone & email**
 - **Current Funding Contracts**
 - **Current Service Contracts**
- CPF Ontario **Office Not for Profit, Charitable Status and Critical Governance Info**
 - **Corporate Seal, Charitable registration number**
 - **Bylaws, Policies, [CPF Network Strategic Plan](#)**
- **Databases (Research & Membership) and Accounts**
 - CPF Ontario **Wireless: URL, username & password**
 - CPF Ontario **Research Database: URL, username & password, instructions**
 - CPF Ontario **Research Database Administration: URL, username and password**
 - CPF Ontario **Member Database: username & password, instructions**
 - CPF Ontario **Member Database Administration: URL, online username and password**
 - **Exchange Control Server: username and password**
 - **Outlook Web Access: URL**
 - **Copier and Printer: administrative password**

SECTION C – RISK AND RECORDS MANAGEMENT

- **Canada Post Mailing Account: username & password**
- **PayPal: username & password**
- **Mail Chimp or other e-communications lists: username & password**
- **Gmail, Dropbox and other Cloud storage account information**
- **Canadian Society of Association Executives (CSAE), Imagine Canada, Charity Village, Volunteer Ottawa and other affiliations, subscriptions: usernames & passwords**
- **Operational and Building Contacts**
 - **Building Manager, Property Manager, Receptionist**
 - **Weekday Service: phone and access code**
 - **Evening, Weekend, Holiday Service: phone and access code**
 - **Banking, Legal, Insurance Contacts**
 - **Web, Internet Support Services Contacts**
 - **Insurance policy companies, including number and contact information**
- **Office Contractors and Suppliers Contractor Agreements**
 - **IT and Website support contacts, passwords**
 - **Database technical support**
 - **Water Cooler**
 - **Photocopier and Printer**
 - **Postage Meter**
 - **Courier, Canada Post (pickup)**
 - **Travel Agent**

SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title – RRM 04: Network Emergency Crisis Response

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French - Ontario (CPF Ontario) is committed to ensuring a **swift, effective, evidence-based advocacy response to any crises arising in [French second language](#) education.**

CPF Ontario believes that effective, coordinated management by the CPF Ontario membership, allocating the appropriate human and financial resources, can assist to minimize the negative **[impact](#)** of an unexpected event or decision.

2. Objective

To outline a coordinated, shared responsibility, CPF Ontario response in relation to actual or potential changes, actions or decisions, most often of provincial or territorial jurisdiction, that may negatively affect the delivery of [French Second Language \(FSL\)](#) programs.

To guide staff and [volunteers](#) in planning and preparing for events or situations that extend beyond the normal day-to-day advocacy capacity and maximize the positive results from interventions that address the crisis.

3. Policy

- The aim of emergency management is to minimize physical and psychological impacts on all parties and to minimize damage to assets, operations, reputation, and staff productivity.
- A CPF Network [Emergency Crisis Response Protocol and Assessment Grid](#) (updated 2017) has been developed to swiftly and effectively respond to any emergency situations, with the foremost goals of supporting CPF members and in demonstrating CPF leadership in representing our members.
- The Board will conduct a review of the *CPF Emergency Crisis Response Policy and Protocols* every two (2) years, and/or following the event of an emergency situation. This policy applies to all staff, Board of Directors, [volunteers](#), and members.
- On an ongoing basis, CPF National will keep pertinent information related to [FSL](#) education advocacy in a central and easily accessible location. The CPF National office maintains the level of preparedness indicated in the adopted *Emergency Response Protocol*. The [Branches](#), including CPF Ontario, will

SECTION C – RISK AND RECORDS MANAGEMENT

maintain the level of preparedness to the best of their ability dependent on relative capacity (human and financial resources available).

- If a crisis is suspected, the **Executive Director** and President will assess the severity of the issue by completing the *Assessment Grid*. When the initial assessment indicates that CPF Ontario is dealing with a full-fledged emergency, or with one that shows signs of becoming an emergency, CPF Ontario will contact CPF National via the Executive Director. The CPF National Executive Director and President will complete the *Assessment Grid*.
- CPF Ontario and National together will review the assessment and assign an official crisis level with intervention responses varying depending on the crisis level, funding available, and desired results.

4. *Specific Directives*

- On an ongoing basis, CPF Ontario **volunteers** and staff are responsible for monitoring FSL education trends across the country and reporting potential concerns.
- The lead for the intervention will be a shared responsibility with Branches, including CPF Ontario, usually with CPF National staff coordinating Network communications.
- A strategy, including timeframe and desired outcome for CPF Ontario, in accordance with the *Emergency Crisis Response Protocol*, will be communicated and roles and responsibilities assigned to Board **volunteers**, staff and members, and the level of involvement requested.
- According to the *Assessment Grid*, the total score will fall within a range of 10 to 40 points. A score of 30 or more would indicate an emergency, as would the highest ranking of four (4) points in three categories – this will determine mandatory intervention. Participation by all **Branches**, including CPF Ontario, according to capacity will be mandatory and will become a Network priority.
- The campaign and operational response will be documented for debriefing purposes. Strategies will be shared across the Network, including recommended changes. Some follow up advocacy activities may need to be developed while others may need to be maintained on an ongoing basis.
- The following information will be developed by CPF National, kept in a central location and updated immediately should there be revisions or additions:
 - customized **media** lists, contacts for media buys
 - emergency campaign web page template
 - Canada news services accounts
 - updated national membership database, including identification of all chapter executives

SECTION C – RISK AND RECORDS MANAGEMENT

- **current social media accounts**, for example Facebook and **Twitter**
- **customized lists of federal, provincial and territorial cabinet ministers; shadow cabinet ministers and portfolio critics; partners and allies;**
- **list of partners, allies, and school districts**
- **templates and content**
- **e-petition and similar accounts**
- **common messaging anchored in research and available in ready to go formats such as posts, quotes, and data**
- **[training](#)** in the use of all of the resources
- Refer to the ***CPF Network Emergency Crisis Response Protocol and Assessment Grid***.

SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title – RRM 05: Financial Accountability & Controls, Liability

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Activities undertaken by Canadian Parents for French - Ontario (CPF Ontario) carry an element of risk. A risk management process enables CPF Ontario to undertake these activities while managing potential adverse effects.

Managing financial risk is the responsibility of everyone in the corporation. Underpinning all financial management systems should be a series of financial policies and procedures which guide operations and lay out how the corporation uses and manages its money.

2. Objective

To establish financial controls within the organization that ensure accuracy, timeliness and completeness of financial data.

To outline CPF Ontario's risk management process and set out the responsibilities of the Board, the Executive Director, staff and others in relation to financial risk management, specifically signing authorities, asset protection and fiscal management.

3. Policy

- **The Directors of the Board have a fiduciary duty and a duty of care.**
- **The Board of Directors are responsible for ensuring appropriate financial competency at all levels of organization (Board, Treasurer, audit committee, executive director, Operations Manager, as well as external bookkeeping and auditor services) and for the oversight of robust financial systems with clear segregation of duties and to expect regular reporting and opportunity for review.**

SIGNING AUTHORITY

- **The Board of Directors delegates its signing authority to designated officers (President, Treasurer) and to the Executive Director. As such the President, Treasurer and Executive Director will have the power to sign all legal documents on behalf of the organization while carrying out the ordinary course of business of the organization.**

SECTION C – RISK AND RECORDS MANAGEMENT

INTERNAL CONTROLS

- The **corporation** will employ **internal control** safeguards to ensure that financial transactions are properly authorized, appropriated, executed and recorded under the responsibility of the **Executive Director**. These include lines of authority, **conflict of interest**, segregation of duties, and physical security and be in accordance with recommendations provided during the annual financial audit.
- **Internal controls**, fiscal policies and financial reports to be prepared, regularly reviewed and approved by the Board will include the following:
 - Annual Balanced Budget
 - Annual Financial Statements, Quarterly Reports
 - **Cash Flow**
 - Audited Financial Statements
 - Tax Compliance Forms
 - Financial Policies
 - Oversight Checklists
 - Financial Reporting (regarding funding contributions)
 - Payroll, Benefit Contributions
 - Cash Management and Investments
 - Restricted or Reserve Fund **Limitations**
- Functions exercised by the Board or Treasurer and those delegated to the **Executive Director** are subject to regular review to ensure that the division of functions remains appropriate.
 - Matters specifically reserved for the Board include:
 - matters involving financial amounts above a specified limit
 - approval of contracts and **obligations** above a specified limit
 - approval of or changes to the annual budget
- Matters for which **Executive Director** is responsible include:
 - protecting the **Corporation**'s assets
 - board approved priorities are reflected in the allocation of resources
 - preparing a balanced budget based on generally accepted accounting principles
 - making minor changes in the budget without board approval

SECTION C – RISK AND RECORDS MANAGEMENT

4. *Specific Directives*

- **Financial accountability** will be shared between the Board and its designates.
- Not all Board members need to be familiar with financial terms and concepts, but a **clear** and explicit agreement of how accountability is shared is expected within the Board.
- With each new Board Treasurer or a new manager responsible for finance reporting expectations will be discussed and renewed.
- Where a Branch defaults, CPF National holds the **risk**.

ACCOUNTING

The Staff² will:

- complete the following monthly or quarterly statements within three weeks of the end of the month:
 - income and expense statements
 - balance sheet for organization as a whole
 - balance sheet for the endowment fund
 - comparison of actual to budget on a year-to-date basis
- prepare end of year statements and other federal or provincial forms in a timely manner and by deadlines imposed
- provide updates and explanations on any delays
- ensure that all legal documents and binding contracts are properly reviewed prior to signature

The Board will:

- review the financial information provided and ask questions as required to ensure understanding
- review key accounting policies as per schedule or discuss with bookkeeper or auditor
- be educated in the overall process of accounting and the issues that might occasionally delay statements
- ensure that all legal documents and binding contracts are properly reviewed prior to signature

² “Staff” in this instance refers to the **senior staff member** responsible for finances which may be the Executive Director, the Operations Manager or a designate.

SECTION C – RISK AND RECORDS MANAGEMENT

BUDGET

The Staff will:

- **develop a proposed budget as per accepted template**
- **shift dollars along line items, or make increases in variable costs that are matched by increases in earned revenue**
- **bring to the attention of the Board, if significant budget variances occur, explain variances and propose actions, such as attention to budget control or revising year end projections**

The Board will:

- **develop parameters or priorities for staff to guide preparation of the draft budget (such as budget is balanced or allowable profit for the year, investment in key project initiatives, or addition to cash reserves)**
- **give careful attention to proposed budget and subsequent reports**
- **formally accept the budget, thereby authorizing the beginning of expenditures as planned**
- **engage in long-term planning for funding (identifying potential new monies)**

CASH FLOW PROJECTIONS

The Staff will:

- **prepare annual cash flow projections, a comparison of actual to projected cash flow statement**
- **develop a plan for bridging any projected shortages or maximizing any projected surpluses**

The Board will:

- **review cash flow reports and ask questions to ensure understanding**

SALARIES & PERSONNEL

The Staff will:

- **prepare a report showing each staff position and salary for review as part of the annual proposed budget**
- **prepare an annual schedule of individuals receiving benefits and the amounts contributed by the organization**
- **prepare a report of the legal forms issued on behalf of individuals employed**

SECTION C – RISK AND RECORDS MANAGEMENT

- update personnel policies as per schedule

The Board will:

- review the salary ranges schedule for each category of employee
- periodically review employee benefits
- approve guidelines for performance-based compensation if appropriate
- negotiate and approve the [Executive Director](#)'s salary
- ensure that other salaries are within approved ranges or, if not, to have approved exceptions
- periodically review and approve updated personnel policies

AUDIT & INTERNAL CONTROLS

The Staff will:

- ensure that audited statements are completed within five months of the end of the fiscal year
- prepare a written response to comments and recommendations in the management letter, if one is received
- develop and review [internal controls](#) and follow procedures in the spirit as well as to the letter

The Board will:

- take the lead in interviewing prospective auditors and review bids (when requested)
- select the auditor
- meet at least once per year with the auditor without staff present
- receive the audit letter directly from the auditor
- review written [internal controls](#) procedures

OVERALL

The Staff will:

- make a good faith effort to communicate all significant information
- complete requests for ad hoc reports
- appreciate that tough questions are appropriate and not hostile
- offer detailed answers

The Board will:

SECTION C – RISK AND RECORDS MANAGEMENT

- **give serious attention to financial information**
- **be understanding when delays or problems occur**
- **make reasonable requests for ad hoc reports**
- **work as problem solvers as well as governors**
- **respect the difficulty of the work and express appreciation when appropriate**
- **ask insightful questions**

SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title – RRM 06: General Risk Identification, Accountability

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French - Ontario (CPF Ontario) **believes that proactive oversight and risk management are shared responsibilities of the Board and Executive Director which should become part of the Corporation's culture.**

Conduct an annual review using the framework provided to develop a strategy that balances risks' potentially negative impacts against the rewards to be gained by overcoming them and ensuring the mission and vision can be fulfilled in a caring and safe environment.

2. Objective

To provide a framework to help forecast and evaluate potential risks increasing the overall awareness throughout the corporation and identify procedures to assess or minimize their impact.

3. Policy

- **As part of their oversight role, the Board will conduct a risk management exercise on an annual basis.**
- **The exercise involves three phases, bringing awareness to any potential risks affecting the corporation in the short or long term:**
 - **risk identification**
 - **risk mitigation**
 - **risk monitoring**
- **This Risk Identification Framework is designed to consider the following areas of risk:**
 - **Financial (fraud, theft)**
 - **Leadership (governance)**
 - **Strategy (ethics)**
 - **Reputational (brand, communications)**
 - **Operational (management)**

SECTION C – RISK AND RECORDS MANAGEMENT

- **Compliance (legal, fiscal, insurance)**
- **Hazardous (environmental)**
- **External (political, competition)**

4. *Specific Directives*

- **CPF Ontario will conduct an annual *Risk Analysis Grid* during the annual review of the [CPF Network Strategic Plan](#) and [CPF Ontario Action Plan](#). This plan will include but is not limited to:**
 - **Assessing the [risks](#) facing the organization - consider analysis of probabilities, identification of interconnections, and examination of severity of impacts**
 - **Establish context - environmental scan**
 - **Identify risks - [CPF Network Strategic Plan](#) and CPF Ontario Action Plan**
 - **Setting Priorities - which risks are most likely to occur and could have the most negative effects?**
 - **Analyze consequences (probability of occurrence being high, moderate, low), interconnections (how different trends may affect others) and compounding effects (how one decision may impact on other aspects of the organization)**
 - **Re-analyze consequences**
 - **Prioritize**
 - **Assess risk tolerance – avoid, transfer, mitigate, accept**
 - **Making Decisions (how should the risks be addressed? and what are the responsibilities of different players?)**
 - **Choose response strategy**
 - **Monitor**

SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title – RRM 07: Supplies, Services & Property

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

It is important to Canadian Parents for French – Ontario (CPF Ontario) to establish a sound procurement process that governs the tendering, purchasing, and acquisition of goods and services, one that further serves to secure the best value for the corporation in order to function effectively while enhancing access, competition and fairness.

2. Objective

To establish sound guidelines on tendering, purchasing and acquisition of goods and services.

These guidelines will ensure timely, efficient, and economically sound procurement, in keeping with good business practices and they will demonstrate openness and fairness to all potential suppliers and service providers.

3. Policy

- **Procedures relating to the tendering, purchasing, and acquisition of supplies and property will be established and will vary according to the scope of purchasing.**
- **Purchases from all suppliers require an official printed receipt or purchase order. Prices must include all applicable taxes and other considerations (for example **delivery**).**
- **Under certain circumstances, the requirements for tenders and quotations may be waived and replaced by authorization for the Executive Director to negotiate. This could occur when goods are in short supply due to market conditions, where there is only one source of supply for the goods and services to be purchased, where two or more identical bids have been received, or when the extension of an existing contract would prove more cost effective or beneficial.**
- **Tenders must be sought for existing contracts having been extended for more than two years. This review of existing contracts and deliverables and re-tendering is required between the second and fourth year of each contract regardless of satisfaction of services supplied by the vendor to ensure competitive pricing on behalf of the corporation.**

SECTION C – RISK AND RECORDS MANAGEMENT

- Gifts received, other than items of small intrinsic value, should not be accepted from suppliers or prospective suppliers.
- Bonus items must be allocated to the CPF Ontario inventory and used for [CPF Ontario sponsored activities](#).
- If a [conflict of interest](#) exists, it must be immediately declared to the Board.
- It is the responsibility of the [Executive Director](#) to ensure the implementation of the procedures by all staff and [volunteers](#).

4. *Specific Directives*

SCOPE OF PURCHASES

- For purchasing transactions with a total value less than \$2,500 – single source or [non-competitive procurement](#) process.
- For purchasing transactions with a total value from \$2,500 to \$5,000 – three (3) [quotation](#) process.
- For purchasing transactions with a total value over \$5,000 – invited tender, request for proposal or [competitive procurement](#) process.

CONTRACTS

- Contracts for transactions with a total value less than \$2,500 require a written invoice.
- Contracts for transactions with a total value more than \$2,500 require a written agreement defining the scope of work and may be subject to a [request for proposal \(RFP\)](#) or three [quotation](#) process.
- Contracts must state the work or services to be provided:
 - define the scope, time frame and cost of the work or service, and
 - outline the responsibilities of each party to the work contract.
- Additionally, it is good business practice to include in a contract information on:
 - how payment and invoicing are handled,
 - whether any expenses are covered,
 - which [limitations](#), if any, bear upon contractor, who can terminate or suspend the contract and under what conditions,
 - who holds control of [copyright](#), patents or other rights,
 - who is responsible for remitting taxes,
 - who is responsible for professional and general [liability](#) or other insurance, and

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- requirements for the return or disposal of information or [documents](#) which details cover the warranty for goods or services provided.

SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title – RRM 08: Insurance Coverage & Protection of Assets

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French – Ontario (CPF Ontario) carries out various activities, some of which may run **risks** in maintaining the fiscal **integrity** and public image of the **corporation**. In its oversight role, the Board must consider potential risks that may cause damage to clients, **volunteers**, employees, suppliers, members, or **third parties**.

The Board chooses to pass the **risk** on to an insurance company by paying for insurance coverage to protect its assets.

2. Objective

To ensure that CPF Ontario is able to effectively minimize the **risk** of doing business for the **corporation** by obtaining insurance coverage that will adequately protect and safeguard the physical, financial, and intellectual assets of the corporation and the well-being of all members, employees and **volunteers**.

3. Policy

The **Executive Director** annually reviews all of the **corporation**'s insurance policies to adequately protect and safeguard the well-being of all assets of the corporation. This review will consider, but not be limited to, the prevailing economic conditions, current legal issues and concerns, changing environment, dollar coverage amounts, total expected participation and current operating budget.

The Executive Director will ensure that the members of the Board receive information about the **limitations** of the insurance coverage provided and how it protects the individuals who work or **volunteer** on behalf of the corporation. The Executive Director will make every effort to provide **training** on this subject to the membership.

4. Specific Directives

LIABILITY INSURANCE

- The **corporation** will carry adequate Directors' Liability Insurance in order to protect all members of the Board in their leadership roles on behalf of the corporation.

SECTION C – RISK AND RECORDS MANAGEMENT

- The corporation will carry adequate Liability Insurance in order to protect all personnel involved with delivering its programs and services and for the legal responsibility to others injured through its business activities. Personnel included in coverage include, but not be limited to, Board of Directors, [volunteers](#) and staff.
- All CPF Ontario [sponsored activities](#) and programs will be conducted bearing in mind the [limitations](#) of the insurance policy.
 - In the case of activities involving minors, CPF Ontario will act in the capacity of a parent, establishing [clear](#) safety and security procedures that are [consistent](#) with current legal requirements and accepted [parental supervision](#) practices.
 - CPF Ontario has ensured that there is a [Child Safety Policy](#) and a supporting [protocol](#) in place. For more, see [PSD 08 Child Safety](#).
 - CPF Ontario, in [collaboration](#) with [Chapters](#) and [Teams](#), will ensure participants, supervisors, parents, and [volunteers](#) are aware of the policy and procedures as a component of registration and participation.
 - All volunteers and paid staff are required to review the procedures and accept the conditions before working on behalf of the [corporation](#).
- To ensure uniform indemnification coverage through the CPF corporation, CPF Ontario must carry minimum indemnification insurance through the insurance policy held at the CPF National office.
- Coverage will include Employment Practices insurance that protects the corporation in the event of wrongful dismissal lawsuits.
- Volunteers conducting CPF Ontario off-site activities may request a third-party [liability](#) insurance certificate from CPF National as required.

PROPERTY INSURANCE

- The [corporation](#) will carry adequate Property Insurance in order to protect against losses including the stock and equipment contained within the business premises and all of the corporation's physical premises and assets.
- Any property owned or leased locally, including CPF Ontario, [Chapters](#), and [Teams](#), is deemed legally to be the property of Canadian Parents for French and could be at [risk](#) should the [corporation](#) face legal challenges that exceed its insurance coverage. Sufficient property insurance (for example fire and theft) on any property owned or leased in the name of Canadian Parents for French will be maintained by CPF Ontario to protect the corporation from loss.

SECTION C – RISK AND RECORDS MANAGEMENT

OTHER INSURANCE

- The **corporation** will consider *Event Cancellation Insurance* if and when the activities of the corporation warrant. Registration fees, advertising revenues and **sponsorship** monies are all sources of revenue that could be protected under such insurance policies.
- The use of outside contracts should not subject Canadian Parents for French to additional **risk**. All contracts will include an acceptable indemnification clause. Canadian Parents for French is only willing to accept responsibility for losses due to negligence on its own part, not on the part of others. Contractors are in business to provide services or products and should take responsibility for their activities and have insurance or the financial ability to cover their liabilities. Contracts must never leave CPF “solely liable”.
- The **Executive Director** will not, without Board approval, operate without safekeeping key legal and contractual **documents** or without implementing procedures for backing up and safekeeping computer **records**.

SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title – RRM 09: Investment Fund Limitations

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principles

Canadian Parents for French - Ontario (CPF Ontario) **affirms the need for the [corporation](#)'s investment funds to be managed effectively, prudently and in compliance with all applicable legal requirements to maintain and strengthen the corporation's financial health.**

2. Objective

To provide guidelines to the Board and staff charged with fiduciary responsibility for the [corporation](#)'s assets for preserving existing capital and enhancing income.

To provide direction and limits to the [Executive Director](#) with respect to investing the funds of the corporation in order to obtain the highest possible return, while at the same time minimizing the potential [risk](#) to the corporation.

3. Policy

- This policy pertains solely to funds assigned as restricted assets, outside of the [corporation](#)'s operating funds (unrestricted assets).
- The [Executive Director](#) and the Board Treasurer are authorized on behalf of the Board to direct short term investment of the corporation's funds, not to exceed one year.
- The Executive Director will ensure that the Board Treasurer, Board of Directors, the current investment firm and staff charged with fiduciary responsibility for the corporation's assets are aware of the [limitations](#) of this policy.
- All investments must be guaranteed either by the [Canadian Deposit Insurance Corporation \(CDIC\)](#), the [Financial Services Regulatory Authority of Ontario \(FSRA\)](#), or a major Canadian Chartered Bank, or any similar institution offering investment insurance.
- The [Executive Director](#) will ensure that:
 - purchase or withdrawal of investments are done in writing
 - any interest accrued on the investment of the Reserve Fund is reinvested therein

SECTION C – RISK AND RECORDS MANAGEMENT

- a report on all investments is provided to the Board on an annual basis by the Board Treasurer
- this policy and the [corporation](#)'s investments are reviewed every two (2) years

4. *Specific Directives*

- No more than \$100,000 will be invested in one institution (insurance provisions).
- No single holding will exceed 20% of the portfolio (other than a mutual fund or pooled trust) unless it is guaranteed either directly or indirectly by the Government of Ontario, or is specifically agreed to by the [corporation](#).
- The capital fund investment portfolio includes an equity component. Investment advisors may not deviate from the following asset mix:
 - Cash 30%
 - Bonds 30%
 - Equities 40%
- A mix of low to medium [risk](#) investment instruments will be used.
- No private placements, either equity or fixed income, will be purchased without the specific authorization of the [corporation](#). The purchase of direct real estate or resource property requires specific authorization and will be subject to guidelines as identified in the amendments to the Pension Benefits Standards Regulations.
- No bond investments (excluding convertible debentures) will be purchased that are not rated A or better by the *Canadian Bond Rating Service (CBRS)*. Bonds held where the rating has dropped below A-, for example BBB or less, will be evaluated by the Treasurer on an individual basis every two (2) years.
- No investments will be made in letter stock where the escrow period exceeds 12 months. No options or futures will be purchased or held in the portfolio. The portfolio will not be invested directly in commodities. No short sales or transactions on margin will be executed in the portfolio.

SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title – RRM 10: Corporate Documents & Records Management

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French - Ontario (CPF Ontario) wants to ensure that CPF Ontario **documents** and **records** are readily available, efficiently managed, and comply with established procedures.

An effective **records management** system helps organizations avoid penalties when regulators, auditors, and other governing bodies inquire. **Document management** and records management also share a common goal of **business continuity**.

2. Objective

To provide direction, and establish standard practices and timelines, to manage **documents** and **records** at CPF Ontario, allowing for faster documents approval, reducing manual data entry, and automating recurring tasks.

To ensure CPF Ontario keeps the records it needs for business, regulatory, legal, and accountability purposes.

3. Policy

- Appropriate controls and **protocols**, including operational and procedural guidelines, will be established for **records** and **documents** management and will be reviewed annually.
- All CPF Ontario staff and **volunteers** will ensure they are familiar with the standards of practice CPF Ontario requires in the management of its corporate **records** which is based on current legal requirements and professional best practice.
- This policy pertains to the management of essential corporate **records** which provide evidence of the activities of CPF Ontario's functions and policies. Such records have strict compliance requirements regarding their retention, access and destruction, and generally have to be kept unchanged. Public **documents** are not included in this policy as they fall under administrative policy.
- Vital **records** will be identified and managed in a secure way, protected from corruption, damage, and unauthorized access.

SECTION C – RISK AND RECORDS MANAGEMENT

- **Access and use will be prudently managed to ensure security and compliance with legislative and business requirements.**

4. Specific Directives

RECORDS MANAGEMENT CYCLE

- CPF Ontario **classifies its records as:**
 - **personal confidential records**
 - **proprietary confidential records**
 - **public corporate records**
- CPF Ontario **will provide staff and volunteers with ongoing training on appropriate methods for record management, for both electronic and hard copy storage and considering the most current technology protection procedures and cybersecurity management considerations.**
- The **Record Management Cycle** includes five (5) steps:
 - **create and receive**
 - **use and modify**
 - **maintain and protect**
 - **dispose and destroy**
 - **archive and preserve**

SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title – RRM 11: Personal Information Protection, Privacy Statement

Date Issued: May 2018

Date of Authorization: June 2018

Date Last Reviewed/Modified: August 7 2018

Next Scheduled Review: Fall 2018 (Network)

1. Overall Guiding Principle

Canadian Parents for French - Ontario (CPF Ontario) **complies with Canada's [Personal Information Protection and Electronics Documents Act \(PIPEDA\)](#) and any other [personal information](#) protection legislation that may be applicable.** CPF Ontario **is firmly committed to protecting the privacy of CPF Ontario members and others who use our services, including their privacy online.**

2. Objective

This policy describes the guidelines and practices with respect to the collection, use and [disclosure](#) of [personal information](#) and applies to personal information of members and prospective members, others who have expressed an interest in CPF Ontario or have participated in an event [sponsored](#) or organized by CPF Ontario.

A [CPF Privacy Policy](#) is posted on the website and is designed to assist users in understanding how CPF Ontario collects, uses, [discloses](#) and retains the [personal information](#) provided to the [corporation](#) and to assist users in making informed decisions when using our website.

3. Policy

- **Consent is to be obtained from members, clients, users to collect, use or [disclose personal information](#) at or before the time the information is collected, regardless of the manner of collection, for example website account information, or information obtained from a member of the public during a CPF Ontario event.**
- **The CPF Network consists of all [Branches](#) and Chapters and consent to the collection of [personal information](#) by CPF Ontario may imply consent for that information to be shared across the CPF Network, so long as the [disclosure](#) is related solely to the purpose for which the information was collected. Where appropriate, the individual collecting the personal information may need to seek express consent for the internal sharing of personal information with other Branches, [Chapters](#), and [Teams](#). Whenever it is unclear whether consent to share the personal information with other branches and chapters has been granted, the individual shall be contacted to confirm his or her consent.**

SECTION C – RISK AND RECORDS MANAGEMENT

- Individuals can withdraw their consent for CPF Ontario to use or share their **personal information** at any time and such a request will be honoured promptly by all individuals working with CPF Ontario including employees and **volunteers** at all **Chapter** locations.
- **Personal information** collected is to be used solely for the purpose for which it was collected or for a use **consistent** with that purpose. The purpose will be stated at the point of collection in order that the individual may knowingly consent to the collection of their personal information. If information is to be used for a different purpose, permission will be sought from the individual.
- Occasionally, CPF Ontario may use **personal information** to notify a member about important changes to our website, new services, promotions and other information we think the member may find valuable. A member will only receive such communications if they chose to receive them when the online account was created, requested further information, or otherwise asked to be contacted by CPF Ontario, and any individual may refuse further notifications from CPF Ontario by selecting “unsubscribe” on digital communications, altering their online profile to refuse notifications, or contacting the CPF Ontario office.
- CPF Ontario shares **personal information** only with those employees and/or **volunteers** who require such information to establish, manage and maintain our relationship with members, clients, users. Information may be **disclosed** with a **third party** to support the purposes for which the personal information was collected only when such third party is bound by agreements that obligate them to only have access to or use of personal information that is needed to perform their services and that state that they may not use the personal information for any other purpose. Whenever it is unclear whether consent to share the personal information with a third party has been granted, the individual shall be contacted to confirm their consent.
- CPF Ontario takes reasonable measures to ensure that **personal information** is kept safe from loss or theft, unauthorized access, use, copying, **disclosure** or modification. Safeguards include physical, organizational and technical measures which may change from time to time or depending on the sensitivity of the **personal information** in CPF Ontario’s possession.
- The Board will review this policy every two years. CPF Ontario reserves the right to modify, amend or restate the **CPF Privacy Policy** from time to time with or without prior notice.
- CPF Ontario will destroy all **personal information** obtained from members, clients, users within three (3) months following the end of the member, client, user relationship or upon request of the individual.

SECTION C – RISK AND RECORDS MANAGEMENT

- All inquiries respecting CPF Ontario's [personal information](#) handling practices, changes to personal information held by CPF Ontario, or complaints respecting CPF Ontario's compliance with applicable privacy legislation shall be directed first to the [Executive Director](#) and then to the National Executive Director in instances where the inquiry or complaint cannot be resolved at the [Branch](#) level.

4. *Special Directives*

- CPF Ontario may collect [personal information](#) from members, clients, users in several ways, for example:
 - updating membership profiles
 - applying for jobs or [volunteer](#) opportunities
 - using online forms
 - online store transactions
- All member [personal information](#) reaching beyond public information is stored with and protected by CPF Ontario to ensure adherence with privacy legislation.
- CPF Ontario takes all reasonable measures, including offering appropriate staff [training](#) and implementing appropriate safeguards to protect the [personal information](#) submitted through our website and restrict the use of this information on a "need to know" basis.
 - CPF Ontario uses encryption and secure socket layer (SSL) technology to protect the personal information submitted through our website.
 - CPF Ontario utilizes [web analytics](#) and [cookies](#). When a user visits our website, we may collect information about the user's browser, IP address, date and time of visits, pages viewed, time spent on our website, and the websites visited just before and just after our website. This information is collected solely for the purposes of diagnosing problems with our website and to track website usage. A user can choose to set their browser to refuse or remove cookies, or to alert them to the potential transfer of cookies to their device.
- The President has the authority to receive and respond to complaints and inquiries about how [personal information](#) is collected, safeguarded, and [disclosed](#). The President may delegate this responsibility to the [Executive Director](#).

SECTION D – ONTARIO BRANCH EXECUTIVE DIRECTOR

SECTION D – ONTARIO BRANCH EXECUTIVE DIRECTOR

[RDS 01: Hiring & Delegation of Authority](#)

[RDS 02: Monitoring Performance of the Executive Director](#)

[RDS 03: Succession Planning](#)

SECTION D – ONTARIO BRANCH EXECUTIVE DIRECTOR

Policy No. & Title – RDS 01: Hiring & Delegation of Authority

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

The Canadian Parents for French – Ontario (CPF Ontario) **Board embraces the principle of empowerment and has the responsibility of recruiting an [Executive Director](#) to whom, within the limits established by CPF Ontario [Bylaw No.1](#), various aspects of management and operations are delegated.**

2. Objective

To set out in policies, the nature and extent of the authority that the Board formally delegates to the [Executive Director](#).

To outline the actions required by the Board in the planned or unplanned absence of the Executive Director, and the recruitment and selection process of hiring an Executive Director.

3. Policy

EXECUTIVE DIRECTOR HIRING

The Board has the responsibility of recruiting the [Executive Director](#), as well as, managing the transition between Executive Directors effectively during the hiring process.

It is prudent to ensure that the position is open to both internal and external applicants with a firm understanding of the qualities and experience required to fill the position.

EXECUTIVE DIRECTOR ORIENTATION

A senior executive is expected to manage their own [orientation](#) and connect to the resources as identified in an orientation plan.

EXECUTIVE DIRECTOR DELEGATION

The Board delegates its authority by developing policies that instruct and guide the [Executive Director](#). These policies allow reasonable interpretation, limitation and latitude to achieve the results identified within the annually approved budget while maintaining that all operational practices, activities, decisions are compliant with laws and commonly accepted codes of ethics and [consistent](#) with the mission of CPF Ontario.

SECTION D – ONTARIO BRANCH EXECUTIVE DIRECTOR

The Board may update, adapt, or change these policies to shift the boundary between the governance and operational domains of the Board and Executive Director.

4. Specific Directives

EXECUTIVE DIRECTOR HIRING

The Board will discuss and agree on a hiring process, including identifying responsibilities during the search, hiring and transitioning. Discussion will include how to handle any [conflict of interest](#) if a colleague, friend or relative of a Board member applies for the position, and the extent of the search for suitable candidates. Refer to the [Terms of Reference](#) for the *CPF National Executive Director Hiring Process*.

Hiring Process with Long Notice Period (12 or More Weeks)

The Board may:

- appoint an executive search committee comprised of Board members and others from across the province,
- appoint an executive committee to hire an executive search expert or firm to initiate the recruitment process and to guide them through the selection and hiring process, or
- appoint a [senior staff member](#) from CPF Ontario to conduct the process on behalf of the Board.

The Board, via the executive search committee, will collate the pertinent information, such as:

- the current position description,
- a reflection of experience expectations,
- the competencies and qualities the successful candidate needs, and
- the compensation package including salary range and benefits to guide the hiring process.

Additional [documents](#) that would be valuable to prepare for the hiring process are:

- the strategic plan,
- performance expectations,
- challenges,
- a description of the culture of the organization, and
- the names and job descriptions of staff members and external stakeholders who may be interviewed as part of filling the position.

SECTION D – ONTARIO BRANCH EXECUTIVE DIRECTOR

The executive search committee or a designate will complete tasks such as:

- advertising the position,
- developing interview questions,
- identifying potential candidates,
- screening applicants,
- scheduling interviews, and
- reference checks as required.

The executive search committee will interview the short list of five to seven candidates and develop a top three candidate list with explanations on the choices made. The committee will share the outcome of the interviews with the Board as a whole.

The Board will agree on a candidate, on the offer and present the offer to the selected candidate via the CPF Ontario President. The Board as a whole must approve any negotiated changes between the candidate and the CPF Ontario President to the preapproved offer.

Hiring Process (Short Notice or Interim Management Arrangements)

The Board will appoint an interim acting [Executive Director](#) between the time the Executive Director departs and the time the new one begins.

The Board may follow the process as outlined above in [Hiring Process with Long Notice Period](#), which states they may:

- appoint an executive search committee comprised of Board members and others from across the province,
- appoint an executive committee to hire an executive search expert or firm to initiate the recruitment process and to guide them through the selection and hiring process, or
- appoint a [senior staff member](#) from CPF Ontario to conduct the process on behalf of the Board.

The Board may:

- Appoint a current staff person with consideration for that person's workload and the potential to hire additional staff assistance in order to ensure program delivery. Increased compensation for being the interim [Executive Director](#) must also be determined.
- Hire an external person with prior not for profit management experience. A local management-consulting firm or the local chapter of the [Canadian Society of Association Executives](#) (CSAE) may assist by identifying

SECTION D – ONTARIO BRANCH EXECUTIVE DIRECTOR

suitable people to provide interim leadership. If this is not possible, appropriate [orientation](#) must be provided to this interim manager.

EXECUTIVE DIRECTOR ORIENTATION

- A new [Executive Director](#) will receive an [orientation](#) plan that lists the areas of priority, the available support people and document resources on each priority topic.
- If the Executive Director resigned on good terms, they may be hired to provide orientation support and act as an advisor for a limited period of time, a maximum two (2) months is recommended.

EXECUTIVE DIRECTOR DELEGATION

- The Board as a whole sets the [corporation](#)'s direction via its approved [CPF Network Strategic Plan](#) and then delegates the management and implementation of the plan to the [Executive Director](#).
- The Board gives direction to the Executive Director by means of written policies, procedures, and [protocols](#).
- The Executive Director may use any reasonable interpretation of the Board's Ends and Executive [Limitations](#) policies and is authorized to establish all further operational policies, make all decisions, take all actions, establish all practices, and develop all activities within the approved budget to achieve the commonly identified organizational results.
- The Board will routinely review and update the Ends and Executive Limitations policies. It will respect and support the choices of the Executive Director within the limits established at the time.
- The [Executive Director](#) is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff is considered the authority and accountability of the Executive Director. Accordingly:
 - the Board members or committee members will refrain from giving instructions to persons who report directly or indirectly to the Executive Director,
 - the Board will refrain from evaluating, either formally or informally, any staff other than the Executive Director,
 - only decisions of the Board, acting as a body, are binding on the Executive Director, and
 - only on the authorization of the Board, as a whole, will the Executive Director take instruction from any individual or committee.
- All Committees of the Board will have a CPF Ontario Director of the Board as Chair, and will be under the direction of the [Executive Director](#).

SECTION D – ONTARIO BRANCH EXECUTIVE DIRECTOR

- Individual Board or committee members should seek authorization from the Board before requesting information or the assistance of the **Executive Director**. The Executive Director may refuse such requests if they require significant time, resources or funds. This should be communicated to the Board as soon as possible. It is understood that the Board has oversight responsibilities, including **risk management**.
- Operational committees under the **Executive Director**'s authority may have **volunteer** representation, in this case a Board director serves as a CPF Ontario volunteer member.

SECTION D – ONTARIO BRANCH EXECUTIVE DIRECTOR

Policy No. & Title – RDS 02: Monitoring Performance of the Executive Director

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French – Ontario (CPF Ontario) **believes in the importance of systematic annual monitoring of Executive Director job performance.** The process is conducted against the expected job outputs, ensuring that the Ends are achieved while ensuring compliance with Executive Limitations and agreed upon goals within the CPF Network Strategic Plan and CPF Ontario Action Plan.

2. Objective

To outline the Board’s monitoring and appraisal process according to a clearly outlined and mutually agreed upon process and timeline.

To assess the Executive Director performance in the degree to which goals are being achieved and compliance to policies are being fulfilled and to identify ways to improve performance.

3. Policy

Performance can be monitored in one or more of three ways:

1. Internal report: sharing of performance data by the Executive Director on Board stated criteria that are sufficiently clear, unbiased, and representative to cause a Board majority to be confident that a reasonable interpretation of Board policy has been achieved.
 2. External report: sharing of compliance information by an impartial, external auditor who is selected by the Board and who reports directly to the Board. Such an audit is undertaken at the instruction of the Board with the Executive Director’s knowledge.
 3. Board audit: sharing of compliance information by a Board member, a committee or the Board as a whole. Such an audit is undertaken at the instruction of the Board with the Executive Director’s knowledge.
- The Board will conduct a formal evaluation of the Executive Director every two (2) years based on the achievement of the Board’s Ends Policies and compliance of its Executive Limitations policies.

SECTION D – ONTARIO BRANCH EXECUTIVE DIRECTOR

- In order to monitor accomplishment of Ends, the Board will require the **Executive Director** to present an annual plan to the Board at the first board meeting of the fiscal year.
- In addition, the Board will identify, at the beginning of the evaluation period and in conjunction with the **Executive Director**, a set of performance expectations to assess in the next evaluation and will inform the Executive Director at that time of the means of the evaluation to be used.

4. *Specific Directives*

- An annual appraisal will be conducted by accumulating the regular monitoring data provided during the year and the Board's recorded acceptance or non-acceptance of the reports, and identifying performance trends evidenced by that data. A more formal evaluation will be conducted as required with a possible **360-degree feedback process** rounding out a more comprehensive review.
- The annual plan as presented by the **Executive Director** will articulate specific measurable outcomes and the organization's direction in accomplishing the Ends in a format to be determined by the Board.

EVALUATION PROCESS

- The **Executive Director**'s performance is synonymous with organizational performance. The purpose of the Executive Director's performance appraisal is to assess job performance to ensure that the Ends are being achieved, while at the same time complying with the Executive **Limitations** and achieving mutually agreed performance goals.
- The Board is ultimately responsible for the **Executive Director** evaluation. In order to conduct a performance appraisal, the Board will:
 - discuss the process for completing the appraisal and identify any information or data they require including a list of **documents**, relevant statistics and/or data for the Executive Director to collect and prepare,
 - consult with others to collect information such as CPF Ontario **volunteers** and staff, partners and stakeholders, funders and clients, as well as any CPF National staff or volunteers who may be appropriate. The information gathering approach may include a survey questionnaire, telephone interviews and a self-evaluation completed by the Executive Director. It is helpful if the Executive Director is involved in identifying the potential sources. It is important to note that all reviews are to remain confidential in nature, and not **disclosed**. This **360-degree feedback process** should be conducted as required, and

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- identify members of an Appraisal Committee as well as a Chair to lead the evaluation process. Refer to the [Terms of Reference](#) to guide the process. This group reports on the evaluation data to the whole board.
- Once the review is collated and prepared for sharing, the President and/or the Committee Chair will meet and conduct an in-person interview with the [Executive Director](#). The results of that interview including the Executive Director's self-evaluation, will be added to the committee report and a summary presented to the Board as a whole. The final evaluation report must be the voice of the entire board, be signed and dated by both the Executive Director and the President and be filed in the Executive Director's personnel file at the CPF Ontario office.
- Following the annual performance appraisal, the Board will review and update the [Executive Director](#)'s job description, including contract [obligations](#) and compensation review.
- It is recommended for Boards to conduct research on the compensation of [Executive Directors](#) for similar organizations in the region, considering comparisons based on size, budget, field of expertise, and background expectations on a regular basis. Compensation should include a balance of salary, benefits and non-monetary incentives which would be clearly outlined within the employment contract. Any updated compensation package will be ratified or amended and presented to the Board as a whole for agreement.
- The Executive Director shall not change their own compensation and benefits without prior approval of the Board.

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Policy No. & Title – RDS 03: Succession Planning

Date Issued: May 2018

Date of Authorization: June 2018

Date Last Reviewed/Modified: July 2019

Next Scheduled Review: Fall 2019 (Network)

1. Overall Guiding Principle

Canadian Parents for French – Ontario (CPF Ontario) **understands that one of its strengths is the people who work and volunteer for the organization. Establishing a framework and a process to identify strong candidates to consider for leadership (volunteer and staff) roles will result in accessing the continued collective knowledge, skills and experience necessary to effectively govern the corporation.**

2. Objective

- To identify the required knowledge, skills and experience needed to effectively fulfill the Board’s legal role and responsibilities, as that may evolve over time.
- To ensure appropriate and proactive succession processes are in place to recruit a robust pool of qualified and diverse candidates to the Board of Directors, considering balance of geographic representation, qualifications, diversity, fresh and experienced perspectives, to achieve continuity.
- To describe a framework and process in recruiting and retaining key staff, ensuring measures are in place for nurturing and supporting them as they move into leadership positions or to serve in an interim arrangement should the Executive Director’s departure occur without a long notice period.

3. Policy

BOARD LEADERSHIP

- **Regardless of the combination of approaches or sources used, the identification of potentially qualified Directors and evaluation processes will be fair, open, transparent, competency-based, inclusive, and consistently applied.**
- **The recruitment and candidate evaluation process will also consider those additional skills, qualifications or attributes required for the role of Board President or Vice President and Committee Chairs or as set out in the role descriptions for these respective positions. This will assist the Board by ensuring there is a pool of potential knowledgeable Directors from which it**

SECTION D – ONTARIO BRANCH EXECUTIVE DIRECTOR

can draw upon to maintain effective Board executive leadership, the ability of those who manage employees to guide them in fulfilling organizational goals, strategic planning development and overall decision making.

- The Nominating Committee will lead Board [succession planning](#) and will implement such processes and procedures as required to fulfill these policy objectives. Annual succession will support turnover, in accordance with the terms as outlined on CPF Ontario By-Law No.1, while ensuring fresh ideas and new perspectives.

EXECUTIVE DIRECTOR LEADERSHIP

- The Board is responsible for assessing the permanent executive leadership needs of the organization to ensure the selection of a qualified and capable leader who is a good fit for the organization’s mission, vision, values, goals, and objectives, as well as who has the necessary leadership skills and qualifications needed to lead the [corporation](#).
- Annually the Board will engage the [Executive Director](#) in a conversation to identify strong internal staff candidates to consider for succession into the Executive Director role or to serve in an interim arrangement should the Executive Director require an extended leave of absence or a departure to occur without a long notice period.
- For a temporary change in executive leadership (for example, illness or leave of absence for 30 days or less), the CPF Ontario Operations Manager will be temporarily in charge of the daily operations and essential duties of the [Executive Director](#).

PLANNING FOR SUCCESSION

- Annually the Board will confer with the [Executive Director](#) to identify strong internal staff candidates to consider for [succession](#) into the CPF Ontario Executive Director role or to serve in an interim arrangement should the Executive Director require an extended leave of absence or a departure to occur without a long notice period.
- Following the annual [Executive Director](#) performance appraisal, the Board will review and update the Executive Director’s job description and contract [obligations](#). The Board will update the process for hiring the Executive Director in case of notification of resignation, retirement or termination.

EMERGENCY EXECUTIVE SUCCESSION

- In order to protect the Board from sudden loss of Executive Director services, the [Executive Director](#) will keep the Board President and at least one senior level employee, such as the CPF Ontario Operations Manager, informed and familiar with Board and Executive Director issues and processes.

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- The **Executive Director** will maintain CPF Ontario policies and procedures, business and **records** in an organized and accessible manner and will provide the President access to management contracts, all leases, and an up to date copy of administrative policies for on-site review and a **Business Continuity Management System** for reference.

LEADERSHIP DEVELOPMENT

- CPF Ontario will conduct a needs analysis of staff and **volunteer** positions annually and will provide ongoing **training** for staff and volunteers at least once a year, to all levels of the organization, whenever possible, to ensure a continuous flow of knowledgeable and talented people are available to meet the organization's management and volunteer needs.
- Learning opportunities may include serving on CPF Ontario committees or working groups, facilitating peer exchanges or workshop sessions to set in place a **succession plan** to replace key individuals, **volunteers**, and role incumbents as the need arises due to term completion, mobility, disabilities, retirements, and other unexpected losses.

4. Special Directives

BOARD COMPOSITION

- The Board as a whole will demonstrate cohesion, capable, experienced and effective leadership of the organization with internal stakeholders, the communities it serves, government and the broader community. The overall composition of the elected **Directors** will ensure diversity and a balance of perspectives.
- The membership of the Board and its committees will reflect a wide variety of skills and expertise to achieve a balance needed for the Board to fulfill its governance roles and responsibilities. Beyond the generic attributes, the members of the Board will collectively possess specific skills, expertise, diversity and experience.
- The generic attributes expected of all **Directors** include:
 - a commitment to CPF Ontario's mission, vision and values,
 - experience in and understanding of governance including the roles and responsibilities of the Board and individual Directors and the difference between governance and operations,
 - enthusiasm for the role and its demands,
 - personal and professional **integrity**, wisdom, and judgment,
 - an ability to work and communicate effectively as a member of the team with other members of the Board and the **Executive Director**,
 - a talent for strategic thinking,

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- **an ability to participate actively in deliberation and group processes,**
- **an ability and willingness to commit the necessary time to participate in Board meetings, committee meetings, meeting preparation, Board orientation and continuing education, retreats, and CPF Ontario events,**
- **a commitment to comply with CPF Ontario conflict of interest policies, and code of conduct,**
- **an ability to work positively, cooperatively and respectfully with others,**
- **a commitment to ethical standards and behaviours, and**
- **demonstrated community leadership potential.**

SECTION E – PROGRAMS, SERVICES DELIVERY

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[PSD 01: Awards, Honour Roll](#)

[PSD 02: Member & Service Standards](#)

[PSD 03: Program & Project Guidelines](#)

[PSD 04: Travel & Business Expenses for Volunteers & Staff](#)

[PSD 05: Engagement of Employees & Contractors](#)

[PSD 06: Orientation, Volunteer Leadership Development](#)

[PSD 07: Volunteer Screening](#)

[PSD 08: Child Safety](#)

[PSD 09: Partnerships & Joint Initiatives](#)

[PSL 10: External Communication](#)

[PSD 11: Social Media](#)

[PSD 12: Intellectual Property](#)

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Policy No. & Title – PSD 01: Awards, Honour Roll

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French - Ontario (CPF Ontario) **understands and appreciates the value of those people who contribute to the success and mandate of the [corporation](#) and wishes to recognize their contributions.**

2. Objective

To provide direction, establish standard practices and timelines, and manage the effective communication of the selection process of the CPF Ontario and Canadian Parents for French Network (CPF Network) awards of recognition.

3. Policy

CPF ONTARIO AWARDS OF RECOGNITION

- CPF Ontario grants three provincial awards, these are:
 - The CPF Ontario Youth Leadership Award
 - The CPF Ontario Mlacak Award
 - The CPF Ontario McGillivray Award
- Selection criteria will be established by the CPF Awards Selection Committee and posted on the CPF Ontario website. The selection criteria are reviewed every second year before the call for nominations.
- The nomination information is posted permanently on the CPF Ontario website.
- Each [nominator](#) may nominate only one person and must submit a written description of the nominee's contribution.
- To be eligible for these awards, the nominee must be either:
 - a CPF Ontario member – either voting or non-voting (staff)
 - a current CPF Ontario [volunteer](#) or staff at any level of the organization, or a CPF Ontario volunteer or staff who retired within the last 12 months
- A CPF Ontario [volunteer](#) or staff member (who has not received the award) may be re-nominated in subsequent years, in which case complete and updated nomination packages must be submitted.

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- A [nominator](#) may be any CPF Ontario member or staff with direct knowledge of the nominee's contribution.
- Members of the selection committee will include a CPF Ontario [volunteer](#) and a CPF Ontario staff member.
- Awards are conferred every second (2) year to coincide with the CPF Ontario conference.

CPF Ontario Youth Leadership Award

- The CPF Ontario Youth Leadership Award was established to recognize the dedication, contributions, and initiative of youth towards French Second Language (FSL) programming.
- The CPF Ontario Youth Leadership Award is presented yearly to a youth in grade 10, 11, or 12 in Ontario who has:
 - demonstrated exceptional leadership skills
 - made an outstanding contribution to furthering the goals of CPF Ontario
 - shown commendable initiative in their dedication to FSL programming in Ontario
- Nominations stand for consideration for two (2) consecutive years. Candidates can only receive the award one time.
- CPF Ontario Board members are not eligible to nominate nor receive the award.

Application Requirements

- Nominees must have:
 - been involved with CPF Ontario during the past year or longer
 - made substantial contributions to CPF Ontario at the [Chapter](#), [Team](#), regional, and/or provincial level
- Deadline for submissions is the first Monday in May.

The Mlacak Award

- The Mlacak Award was established as a special tribute to the volunteer work of Beth Mlacak and the outstanding contribution she made as a volunteer to our organization. It is presented yearly to a volunteer who has made an outstanding contribution to CPF Ontario.
- Nominations stand for consideration for two (2) consecutive years.
- Candidates can only receive the award one time.
- CPF Ontario Board members are not eligible to nominate nor receive the award.

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Application Requirements

- Nominees must have:
 - been CPF members in good standing for a minimum of five (5) consecutive years
 - made substantial contributions to CPF Ontario at the [Chapter](#), [Team](#), and/or provincial level
- Deadline for submissions is the first Monday in May.

The McGillivray Award

- The McGillivray Award was established in 1986 as a special tribute to the memory of Russ McGillivray and the outstanding contribution he made to the development of French Second Language (FSL) education.
- Each year, it is presented to a person in a position of responsibility in education who has shown initiative, leadership, and commitment in promoting the development of FSL learning in Ontario.
- Nominations will stand for consideration for two (2) consecutive years.
- Candidates can only receive the award one time.
- CPF Ontario Board members are not eligible to nominate nor receive the award.

Application Requirements

- Nominees must:
 - be a person currently in a position of responsibility in education who has shown initiative, leadership and commitment in promoting the development of FSL learning in Ontario
 - have made substantial contributions to CPF Ontario at the Chapter and/or provincial level
- Deadline for submissions is the first Monday in May.

CPF NATIONAL AWARDS OF RECOGNITION

- **A Call for Nominations will be issued to the CPF Network sixty days prior to the deadline to encourage award nominations among the CPF membership in each province and territory.**
- **Selection criteria will be established by the CPF Awards Selection Committee and posted on the CPF National website. The selection criteria are reviewed every second year before the call for nominations.**
- **CPF grants three (3) national awards, these are:**
 - **The CPF National Volunteer Award**

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- The CPF J. Elmer Hynes Excellence in Leadership Award
- The CPF Distinguished Life Membership
- The nomination information is posted permanently on the CPF National website.
- Each **nominator** may nominate only one person and must submit a written description of the nominee's contribution.
- To be eligible for these awards, the nominee must be:
 - a CPF member – either voting or non-voting (staff)
 - a current CPF **volunteer** or staff at any level of the organization, or a CPF volunteer or staff who retired within the last twelve (12) months
- A CPF **volunteer** or staff member (who has not received the award) may be re-nominated in subsequent years, in which case complete and updated nomination packages must be submitted.
- A **nominator** may be any CPF member or staff with direct knowledge of the nominee's contribution.
- Members of the selection committee will include a CPF **Branch volunteer**, a CPF Branch staff member, a CPF National volunteer and a CPF National staff member.
- Awards are conferred every second year to coincide with the CPF Network member conference.

IN MEMORIAM – CPF HONOUR ROLL

- Additional to the *CPF Distinguished Life Membership List*, a permanent Honour Roll listing will be maintained in order to appropriately recognize and distinguish the contributions of deceased CPF members, patrons and friends.
- The names of deceased persons will not appear on lists of current CPF Distinguished Life Members.
- Staff names are included on the In Memoriam – CPF Honour Roll if they were bestowed the CPF Distinguished Life Membership.

4. Specific Directives

NOTICES

- Nominations are accepted throughout the year. A nominations reminder is sent to CPF members sixty (60) days prior to the nominations deadline.
- A reminder is sent to CPF members thirty (30) days prior to the nominations deadline.

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- **Once successful candidates are announced, a [media](#) release will be issued and circulated to key partners and appropriate media outlets.**
- **A Nominated Candidate Information Form has been developed and is posted on the CPF National website.**

SELECTION CRITERIA

Award recipients will be selected using the CPF award selection criteria as posted on the CPF National website.

COMPONENTS OF AWARD & COMMUNICATIONS

- **All award recipients receive a certificate or a plaque.**
- **CPF Distinguished Lifetime Membership recipients receive a free, ongoing, CPF individual membership.**
- **CPF J. Elmer Hynes Excellence in Leadership Award recipients receive a nominal financial token of recognition as per the availability of funds within the annual budget.**

SECTION E – PROGRAMS, SERVICES DELIVERY

Policy No. & Title – PSD 02: Member & Service Standards

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French - Ontario (CPF Ontario) is committed to providing its members with quality services, delivering quality activities, to being transparent and accountable for results, and ensuring that each CPF Ontario experience is a positive one.

2. Objective

To provide employees and **volunteers** with **service standard** guidelines that ensure delivery of high quality service and programs to members and that will enhance member satisfaction.

3. Policy

- CPF Ontario will follow the *CPF Network Performance Standards Guidelines*, best practices for service to members, membership processes and practices. These standards will, among other things, identify targets to reach our members in a timely, **consistent** and predictable manner. These may reflect strategic priorities and areas identified for improvement, for example, **access, timeliness, and accuracy**.
- At the request of CPF National, these performance **service standards** will be monitored and results reported to the Board
- *At the request of CPF National, Performance Service Audits* will be implemented as a means to better understand and improve the quality standards in place for the services being delivered to members, and to measure and report our organizational **impact**, and member satisfaction levels.

4. Specific Directives

CPF NETWORK PERFORMANCE STANDARDS GUIDELINES

Member Communications

- Respond to all general correspondence within five (5) business days, communicating with members electronically where possible.
- Respond to all voice messages within forty-eight (48) hours.

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- Respond to items considered urgent within forty-eight (48) hours.
- Provide access to services in both official languages when requested.
- Process membership applications within ten (10) business days of receipt.
- Abide by [Canada's Anti-Spam Legislation \(CASL\)](#) and the [CPF Privacy Policy](#) when collecting, storing or exchanging [personal information](#) and honour requests to be excluded from newsletter mailings or distribution of electronic communications.

Diversity Statement

- It is the CPF Ontario policy to treat staff, [volunteers](#), members and the general public fairly, equitably and with dignity and respect and in a non-discriminatory manner in all related dealings (without regard to race, religious beliefs, colour, gender, sexual orientation, marital status, physical and mental disability, age, ancestry or place of origin).

Financial Transactions

- CPF Ontario will abide by the [Canadian Marketing Code of Ethics & Standards](#) from the Canadian Marketing Association if sharing any membership information and honour requests to be excluded from such transactions.
- The CPF Ontario membership list is not sold under any circumstances.
- The [corporation](#) will abide by the [Ethical Fundraising and Financial Accountability Code](#) when conducting [fundraising](#) activities, in its treatment of [donors](#), in its financial transparency including issuing official income [tax receipts](#) for monetary gifts and gifts-in-kind in compliance with all regulatory requirements.

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Policy No. & Title – PSD 03: Program & Project Guidelines

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French - National (CPF National) has established a [CPF Network Strategic Plan](#) in keeping with its mandate. All CPF Ontario programs, projects and activities should center on the priority areas identified in the [CPF Network Strategic Plan](#) as well as the [CPF Ontario Action Plan](#).

The CPF National identified priorities are:

- **developing and delivering projects and programs supporting youth, parents, members, [volunteers](#) and [donors](#)**
- **informing and influencing decision-makers**
- **maintaining a supportive organizational Network**

2. Objective

To provide staff and [volunteers](#) with program standards and project guidelines to review and improve existing programs and to outline the strategies to follow before starting a new program or project in order to effectively implement CPF's mandate and demonstrate CPF Ontario [impact](#).

3. Policy

- **CPF Ontario *Program Standards Guidelines* will identify best practices such as [collaboration](#) across [Branches](#), strong [partnerships](#), and community engagement and will reflect strategic priorities and areas identified for improvement.**
- **At the request of CPF National, these program standards will be monitored and reported to the Board by the [Executive Director](#), and reviewed and updated as appropriate.**
- **The CPF Ontario membership will be consulted, to elicit its support and [endorsement](#) of new CPF Ontario programs and projects before implementation.**
- **Input from external stakeholders may be solicited where appropriate; including members, parents of youth participants, funders, delivery partners, etc.**

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- The review process may involve data collection, surveys or questionnaires, interviews, and focus groups.
- **Recorded** results will be compared against anticipated results of identified performance indicators and objectives identified in the [CPF Network Strategic Plan](#) and [CPF Ontario Action Plan](#), contribution agreements and reports on results.
- When implementing a new CPF Ontario program or project, proposals will align with CPF Ontario mandate and the [CPF Network Strategic Plan](#) and [CPF Ontario Action Plan](#) priorities and objectives. From the onset, **service standards** and **clear** measurable performance indicators will be set out to enable reporting of the project or program **impact**.
- Proposed new programs or projects should be scalable and reproducible, where possible, to allow for implementation and expansion across CPF Ontario.

4. *Specific Directives*

CPF PROGRAMS, PROJECTS & ACTIVITIES STANDARDS GUIDELINES

- As they relate to youth:
 - should focus on creating and promoting opportunities to learn and use French outside the classroom, including activities that build intercultural and socio-cultural awareness and promotional events that feature the benefits of learning French.
- As they relate to members, [volunteers](#) and [donors](#):
 - should focus on supporting a collaborative network and member satisfaction, recruitment, retention and member services, [volunteer training](#) and support, as well as enhancing volunteer and donor engagement and capacity
- As they relate to decision makers:
 - should focus on informing and influencing parents, stakeholders, partners and government officials in order to increase engagement and improve decision making, as well as to highlight the importance of advocacy, public policy, public relations activities, research and championing the value and benefits of learning French
- It is a CPF Ontario responsibility to:
 - ensure that employees and [volunteers](#) who deal with [vulnerable persons](#), including youth, have been properly screened (these measures also help mitigate the organization's exposure to [risk](#))
 - inform volunteers of legal and insurance [obligations](#), such as the requirement for a third-party [liability](#) insurance certificate for off-site

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activities, and of how to obtain it by request to the CPF National office through CPF Ontario

- clearly outline expectations for [volunteer](#) and staff [behaviour](#), to provide [service standard](#) guidelines to ensure delivery of high quality services and programs for its members in a timely, [consistent](#) and predictable manner that will enhance member satisfaction
- clearly outline expectations for [volunteer](#) and staff [behaviour](#), as it relates to the [corporation](#)'s advocacy priorities, key messages, and positions when communicating with stakeholders and the public
- focus research activities on supporting CPF Ontario advocacy by collecting or compiling existing evidence and, when appropriate, supporting or conducting new research
- refer [volunteers](#) and staff to the:
 - *CPF Code of Conduct Policy*
 - *CPF External Communications Policy*
 - *CPF Social Media Policy*
 - supporting communications materials

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Policy No. & Title – PSD 04: Travel & Business Expenses for Volunteers & Staff

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French - Ontario (CPF Ontario) is committed to ensuring that **costs incurred by** CPF Ontario **volunteers** and staff during the course of CPF Ontario work are reimbursed and that these costs are tracked and reported upon accurately.

CPF Ontario is committed to ensuring that public funds are used in an appropriate and forthright manner.

2. Objective

To establish and clarify the allowable expenses and **record** keeping process related to CPF Ontario business travel and activities.

3. Policy

This policy applies to all CPF Ontario travel, regardless of the ultimate source of funding, unless specifically indicated otherwise by the funding source.

- The *CPF Ontario Expense Claim Form* sets out the allowable travel expenses for all CPF Ontario **volunteers** and staff. The allowable expenses for CPF Ontario **volunteers** and staff are the same no matter what the purpose of the travel claim.
- Allowable travel limits are reviewed and set by the Board every two (2) years. When updates to allowable expenses occur, the changes will be communicated to the CPF Ontario Network at least forty five (45) days before the expenses may be incurred.
- All travel and other expense claims must be submitted on the standard *CPF Ontario Expense Claim Form* within forty five (45) working days of incurring an expense or upon completion of the travel. Reimbursement will be provided within thirty (30) days of receipt.
- No expenses will be reimbursed after the close of the financial year on March 31st, except with the preapproval of the **Executive Director** or designate, for example the Operations Manager.

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4. *Specific Directives*

- **The Operations Manager is responsible for verifying and approving all CPF Ontario Expense Claim Forms received.**
- **Any expenditure in excess of established approved limits will not be the responsibility of CPF Ontario with certain preauthorized exceptions. All questions about allowable expenses, established approved limits and reimbursement must be directed to the Operations Manager.**

EXPENSE REPORTING

- **CPF Ontario will reimburse its staff and [volunteers](#) for reasonable and necessary expenses incurred in the course of carrying out the business of CPF Ontario provided they are properly supported with documentation as described and have been appropriately approved by the Operations Manager. A "reasonable expense" is deemed to be based on sound judgment and moderation.**
- **In order to claim travel expenses, the traveller must submit a *CPF Ontario Expense Claim Form* within forty five (45) days of completion of the travel.**
- **It is the responsibility of the claimant to maintain proper [records](#) of all receipts and disbursements. The claimant is responsible for ensuring that amounts claimed for expenses are accurate, reasonable and in accordance with the current allowable travel limits. All reimbursement claims must be signed by the claimant.**
- ***CPF Ontario Expense Claim Form* must include the following:**
 - **the purpose of the trip or expense**
 - **the places or organization visited or the names of the individuals on whose behalf the charges are incurred**
 - **the number of persons covered by the charge**
 - **the date(s) and number of working days**
 - **the actual cost**
 - **original receipts³, for example air ticket stubs, boarding passes, detailed hotel bills, or other proof of payment are necessary in all circumstances**
- **At times, special circumstances arise that may warrant exceptions such as deviations from the list of ineligible expenses. In this case pre-approval of the exception, in writing, is required from the Director of Operations prior**

³ credit card receipt slips alone are not valid receipts for these types of expenditures

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to incurring the expense. The written pre-approval must accompany the *CPF Ontario Expense Claim Form*.

TRANSPORTATION

Air & Rail Travel

- **Travellers are encouraged to make their own travel arrangements. Travel arrangements are to be the most direct and most economical route and be booked as far in advance as possible to obtain the best rates offered. The lowest logical cost of air transportation is defined as the most economical class of air travel over the most efficient route, taking into consideration specific travel requirements.**
- **CPF Ontario will reimburse air and rail expenses, including costs for one piece of luggage, up to the cost of the most economical rate available at the time of booking. If it is convenient to stay over an extra night to take advantage of reduced airfare, extra hotel and meal costs will be reimbursed, provided that accommodation costs do not exceed the savings. Additional costs incurred for stopovers that are not related to CPF Ontario business will not be reimbursed.**
- **Personally contracted cancellation insurance is not an allowable expense and cannot be submitted for reimbursement.**
- **A traveller may choose to enrol in a frequent flyer program. Enrolment fees are not reimbursable and therefore are the responsibility of the traveller. Frequent flyer status is not to be a determining factor in the selection of the carrier. Travellers are not permitted to seek cash reimbursement for airline tickets purchased on frequent flyer points.**
- **With pre-approval, air travel costs may be reimbursed prior to the actual travel by submitting the receipt to the Operations Manager. Printed boarding passes or other confirmation of travel must be submitted after travel has occurred.**

Ground Travel

- **Public transportation, fares such as taxis, rideshare or hailing services, subway to and from airports, train stations, hotels, and meeting sites will be reimbursed, when incurred while carrying out CPF Ontario business. Where available, hotel transportation use to and from the airport is encouraged. Receipts are required for taxi fares and other ground transportation costs.**
- **Private automobile transportation will be limited to those trips for which no suitable public transportation is available or where a private automobile is a more economical choice, considering all costs associated with the trip. Private automobiles used for CPF Ontario business are not covered by CPF Ontario's insurance policy. Drivers are advised to check with their own**

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insurance agent to secure any necessary additional insurance coverage. CPF Ontario will not reimburse additional insurance required for business travel.

- **Car rental costs where the cost is less than a personal vehicle or alternative methods of transportation and when incurred while carrying out CPF Ontario business will be reimbursed. Receipts are required.**
- **Mileage will be reimbursed at the rates described on the *CPF Ontario Expense Claim Form*.**
- Mileage rates are set according to current Canada Revenue Agency approval rates per kilometre.
- **Parking charges incurred while attending CPF Ontario business meetings/functions will be reimbursed. upon presentation of a valid receipt.**

Accommodation

- **CPF Ontario is responsible for coordinating arrangements for a block of hotel rooms to take advantage of bulk supplier discounts. Should you wish to make your own hotel arrangements, CPF Ontario will make reimbursement up to block rate agreed limit.**
- **CPF Ontario will reimburse costs for alternative accommodation booked by the claimant provided**
 - a) **the CPF Ontario Operations Manager has given prior approval to an agreed limit and**
 - b) **costs do not exceed those which would be incurred by booking through CPF Ontario**
- **Only actual hotel room costs and associated taxes for commercial accommodations will be reimbursed. Hotel costs will not exceed the maximum nightly rate (including taxes) to a maximum of \$200.00 per night, except under specific circumstances such as attendance at conferences with a designated sponsor hotel or when seasonal rates for the location exceed this limit.**
- **Hotel reservations will generally be made for the night prior to full-day meetings. Should alternate accommodation be made, the difference in cost will not be reimbursed.**
- **Should additional nights be required or individual plans be changed, claimants must contact the CPF Ontario Operations Manager as soon as possible. Staff or [volunteers](#) who fail to do so will be held responsible for the payment of charges incurred.**
- **Gratuitous accommodation helps CPF Ontario to maintain low travel expenses. CPF Ontario will reimburse costs for tokens of appreciation for friends or relatives to the maximum amount of \$50.00 per night. This**

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allowance is payable to the traveller only, not to the lodging host. No receipt is required.

MEALS

Reasonable expenses for meals while traveling on CPF Ontario business may be reimbursed on the basis of per diem allowances or of actual costs whichever is lower.

Per Diem Allowances

- **Claims for per diem meal expenses will be reimbursed at the standard or per diem rates shown on the *CPF Ontario Expense Claim Form* and do not require the submission of receipts. Where this allowance is claimed, no additional amount may be claimed for meals.**
- **Claims using the per diem allowance must be adjusted where meals are included in transportation charges, in conference registration fees or in the event of a partial day's travel, etc. No reimbursement of meal costs will be made when a meal is provided by the meeting or function or transportation carrier.**
- **Claimants may not claim per diem allowances for another individual, and only actual costs may be claimed by providing the receipt. If a [third party](#) has paid for meals on behalf of the claimant, per diem amounts may not be charged.**

Actual Costs

- **Claims for actual costs for meals and incidentals must be listed separately on the *CPF Ontario Expense Claim Form* and may include taxes and gratuity. In support of such claims, detailed cash register receipts are required.**
- **Costs for alcoholic beverages are a personal expense and will not be reimbursed, unless pre-authorized.**

OTHER TRAVEL EXPENSES

Eligible Expenses

- **CPF Ontario is responsible for the reimbursement of reasonable expenses related to an activity undertaken on behalf of the organization.**
 - **The claimant will obtain written permission from the Operations Manager prior to incurring any expense other than those identified in this policy which may include care for a dependent, such as childcare or pet care expenses.**
- **All business expenses require the submission of receipts.**

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Ineligible Expenses

- **Ineligible expenses include, but are not restricted to:**
 - **expenses related to accompanying travel companions**
 - **non-business or personal expenses**
 - **parking and other traffic fines**
 - **personal travel insurance**
 - **insurance coverage for privately owned vehicles**
 - **expenses for the repairs of privately-owned vehicles**
 - **expenses related to damages to uninsured rental cars and privately-owned vehicles**
 - **interest charges levied on overdue invoices or credit card statements**
 - **unnecessary stopovers**
 - **lost or stolen items**

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Policy No. & Title – PSD 05: Engagement of Employees & Contractors

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French - Ontario (CPF Ontario) **believes that hiring qualified individuals to fill positions and perform duties contributes to the overall strategic success of the [corporation](#). Each employee or contractor, while employed, is hired to make significant contributions and maintain the fiscal [integrity](#) and public image of the corporation.**

2. Objective

To enable CPF Ontario to hire the most qualified candidates for positions, the [corporation](#) must ensure appropriate [orientation](#) for new hires and respect of current labour laws, employment and compensation practices.

3. Policy

- The Board will engage an [Executive Director](#) to carry out the duties specifically set out in a contract of employment, prepared and reviewed by the Board and which may be reviewed by legal counsel prior to hiring the Executive Director.
- The Executive Director is responsible for all day-to-day operations of the [corporation](#) and for hiring and supervising all additional employees and contractors working on behalf of the corporation.
- The Executive Director will determine the best human resources complement for the corporation by offering opportunities for full-time or part-time employment or for contractual work, based on annual priorities, budget [limitations](#), scope of expertise and experience required. CPF Ontario will be delivered using either of the following methods of supply:
 - contract of employment
 - contract for service
- The [Executive Director](#) will:
 - ensure that all salaried positions are established over a period equivalent to the fiscal year of the corporation
 - negotiate with individuals or organizations and require and provide a written agreement or contract

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- negotiate and establish compensation and benefits for employees that align with the current geographical or professional market for the skills employed and that comply with the basic level of benefits prescribed by the [Employment Standards Act, 2000, S.O. 2000, c. 41](#)
- negotiate contracts in compliance with legal [obligations](#), authorizing prudent, lawful and ethical use of corporation funds and, wherever possible, with contractors who support our corporation's mission and values
- ensure that any contract extension or renewal is signed by the Executive Director and the employee or contracted individual
- proceed with payment for salary or fee for service only upon receipt of a copy of the signed contract

4. *Specific Directives*

- The [Executive Director](#)'s compensation and benefits can be changed only as authorized by the Board.
- The Executive Director and all CPF Ontario employees will be expected to review and sign agreement of the administrative policies outlined in the CPF Ontario Employee Handbook which includes employment procedures, personnel practices, benefits information, employee conduct expectations, and discipline.
- CPF Ontario [volunteers](#) and staff serving in high [risk](#) positions may be requested to follow a [vulnerable sector training](#) course.

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Policy No. & Title – PSD 06: Orientation, Volunteer Leadership Development

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French - Ontario (CPF Ontario) **is committed to developing strong volunteer leaders.**

2. Objective

To provide direction on volunteer orientation and development opportunities offered by CPF Ontario for effective volunteer management processes and to empower volunteers.

3. Policy

- **The CPF Ontario Board Governance Orientation PowerPoint Presentation and governance support documents, as well as all future leadership development materials, are posted on the CPF Ontario website, accessible to all.**
- **An orientation session is held with all Board of Directors immediately following the AGM each year including but not limited to:**
 - **Board meeting schedules and relevant Board support documents**
 - **Review of the CPF Ontario Board Governance Orientation PowerPoint Presentation and the relevant governance documents such as the CPF Ontario Bylaw No.1 and policies, CPF Network Strategic Plan, and strategy documents**
 - **Committee Terms of Reference**
 - **Training specific to each Board of director role, outlining duties and relevant information, for example tasks assigned to the Treasurer of the Board**
- **Ongoing CPF Ontario Board training is identified by recommendations of the Advisory Councils.**
- **Governance and strategic planning training for staff and volunteers is delivered in person at various scheduled events such as the CPF Ontario Conference and AGM.**
- **Training to onboard new Branch staff to ensure operational effectiveness, such as the use of the CPF member database, survey software for reporting purposes,**

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and administrative tools is also regularly provided via web-based means with sessions archived on the CPF National website for future reference.

- CPF Ontario will provide additional development opportunities aimed at enhancing the leadership skills of its [volunteers](#), on an annual basis.

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Policy No. & Title – PSD 07: Volunteer Screening

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Volunteers are at the foundation of Canadian Parents for French - Ontario (CPF Ontario), helping the corporation accomplish its mission and objectives. CPF Ontario wishes to ensure that these volunteers are given every opportunity to have a positive volunteer experience with the organization.

CPF Ontario has a **duty of care** to take reasonable measures to protect its clients and members to an appropriate standard, particularly those who are more **vulnerable**. It is CPF Ontario's responsibility to ensure that staff and volunteers who deal with **vulnerable persons**, including youth, have been properly screened. These measures also help mitigate the organization's exposure to **risk**.

2. Objective

- To outline reasonable measures to mitigate **risk** to the organization and to those who use our services, especially youth.
- To establish **volunteer** screening requirements adapted to the volunteer tasks and the level of risk involved.
- To promote selection of volunteers who can contribute to safe delivery of programs and services.

3. Policy

- CPF Ontario is open about its **volunteer** recruitment and screening process.
- This policy applies to all **Chapters, Teams, Branches** and National, and to all individuals, staff and volunteers working on behalf of Canadian Parents for French.
- **Volunteer** position descriptions are developed so as to best describe accurately CPF Ontario's expectations of its volunteers and the roles of the volunteers in each instance.
- CPF Ontario has a responsibility for **duty of care** for volunteers, which extends to **orientation**, ongoing monitoring and **training**, and providing feedback specific to the job position for volunteers.
- The degree of supervision and evaluation of the volunteer varies on the service by the volunteer in the position working with **vulnerable persons**

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receiving the service. Evaluations may include (without limitation) contacts with participants, random spot checks, annual satisfaction surveys or telephone interviews.

- CPF Ontario volunteers serving in high **risk** positions as outlined in CPF Ontario volunteer role descriptions may be requested to follow a **vulnerable sector training** course which outlines **behaviours** to avoid and how to identify potential misconduct by others.
- This policy is used in conjunction with the *CPF Ontario **Child Safety Policy and Protocol***. Each individual applying for a **volunteer** position is asked to read and adhere to the *Child Safety Protocol* and indicate this on their completed *CPF Ontario Volunteer Application Form*.
- CPF Ontario will take reasonable measures to safeguard the privacy and confidential information of volunteers and prospective volunteers according to our *CPF Privacy Policy*.

4. Specific Directives

- All volunteer recruitment materials will indicate that CPF Ontario has a screening policy, and provide a link that refers to the requirements within the policy.
- All interested individuals must successfully complete the CPF Ontario volunteer screening process to volunteer with CPF Ontario. Depending on needs, applicants may not be accepted for the position for which they apply but offered a different opportunity.
- Each potential volunteer must fill out a CPF Ontario **Volunteer Profile Application Form** that documents background information, including self-declarations of skills, competencies, completed **police checks**, reference checks and similar information.
- CPF Ontario staff will verify the *CPF Ontario Volunteer Application Form* to ensure the adequate level of screening is met for the position, prior to engaging the volunteer.
- Volunteers must adhere to CPF Ontario **orientation** manuals and the *Child Safety Policy and Protocols* as they may pertain to their position and indicate their agreement on the completed *CPF Ontario Volunteer Application Form*.
- CPF Ontario **volunteer** positions are grouped according to the level of **risk** - low, medium, or high - and these levels are indicated on each CPF Ontario volunteer role description. Screening measures vary according to the level of risk of the volunteer position.
- Volunteers who are active in more than one position, must be screened for the position where the level of risk is the highest.

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- CPF Ontario **volunteers** serving in high **risk** positions may be requested to follow a **vulnerable sector** training course which outlines **behaviours** to avoid, how to identify and report possible misconduct by others, etc. Refer to the Child Safety Policy and Protocol for more details.
- Screening measures may range from pairing experienced and new volunteers, offering specific **training** (face to face or web-based modules), requiring **police and/or criminal record** and/or **vulnerable sector** checks, conducting interviews, and requiring reference checks.
- The responsibility of **duty of care** does not end once the volunteer is in place. CPF Ontario **staff** are responsible for providing **orientation**, ongoing monitoring, training, open communication and feedback specific to the job position to each volunteer to help ensure volunteer satisfaction.
- Evaluation of a volunteer's job performance will take place at least once per year, using the job description as a reference point. This should be made **clear** to the volunteer at the outset.
- Measures to safeguard the privacy and confidential information of **volunteers** will be put in place and may include, as appropriate:
 - retaining for only the minimum period of time required or destroying forms containing **personal information** (name, address, date of birth, and the like)
 - purging **records** of criminal background and other reference checks after they are no longer required
 - retaining information only so long as required to avoid having to duplicate verifications where a former volunteer begins to volunteer again

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Policy No. & Title – PSD 08: Child Safety

Date Issued: April 2015

Date of Authorization: June 2015

Date Last Reviewed/Modified: August 2018

Next Scheduled Review: September 2018

1. Overall Guiding Principle

Canadian Parents for French - Ontario (CPF Ontario) is committed to child and youth safety and to establishing a safe standard of care for any program or activity it undertakes or sponsors.

Canadian Parents for French has established guidelines and procedures for all CPF sponsored activities that are consistent with accepted parental supervision practices.

2. Objective

The Child Safety Policy and Protocol has been developed to:

- guide the behaviour and actions of CPF Ontario staff and volunteers
- articulate and promote safety and security measures with youth participants and their parents as a component of registration and participation
- ensure that all CPF sponsored activities and programs are planned and conducted in accordance with our commitment to a clear standard of care

3. Policy

- The National Board of Canadian Parents for French will review this policy and its accompanying protocol at least every two (2) years, or in response to any new developments in child protection practices.
- CPF Ontario will ensure that CPF Ontario staff and volunteers who are working with children and youth have signed the agreement to abide by the *CPF Child Safety Policy* and the *CPF Child Safety Protocol*.
- A checklist is completed annually to provide a review to ensure that CPF Ontario, Chapters, and Teams have complied with this policy.
- CPF Ontario is also responsible for referring staff and volunteers working with children or youth to the *CPF Code of Conduct Policy* and to the *CPF Volunteer Screening Policy*.
- All CPF Ontario programs and activities will be planned in a way that mitigates risks as far as possible, with a clear standard of care, and general

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acceptable **behaviours** and actions in establishing safe and friendly **environments**.

- CPF National maintains **liability** insurance coverage and requires all **CPF sponsored activities** and programs to be conducted in accordance with the insurance policy. CPF Ontario is responsible for instructing **Chapters** and **Teams** to request an insurance certificate as required.
- Staff and volunteers are obligated by Ontario's **Child and Family Services Act** to be aware of any pertinent legislation and to follow reporting requirements if a child is potentially in need of protection.

4. *Specific Directives*

- The ***CPF Child Safety Protocol*** (Preamble and Table of Contents, May 2015) provides guidelines for CPF staff and **volunteers** involved in working with children and youth. The guidelines:
 - establish a **standard of care**, accepted **parental supervision** practices, procedures for conducting activities with children and youth
 - outline possible types of **risks** (**sexual**, **physical**, **racial or ethnic**, and **emotional** abuse) and establish guidelines to mitigate these risks
 - list **obligations** related to reporting and procedures in responding and reporting any incidences regarding abuse
 - offer information related to insurance compliance for waivers, permission forms, releases, contracts, etc. and on types of **liability** (individual and organizational)
- The ***CPF Volunteer Screening Policy and Protocol***, also reviewed every two (2) years, provides procedures for recruiting, screening and **training** staff and **volunteers** who work with children and youth.
- A written permission form is required for any child or youth attending an offsite event. A medical release form is also required for overnight group events.
- Written authorization must be provided by a parent or guardian prior to any photography, filming or video recording of a child or youth.
- Communications regarding the child or youth are managed according to the ***CPF Privacy Policy***.
- **CPF sponsored activities** will recommend these measures to mitigate **risks**:
 - Being visible to others when working with children and youth.
 - Ensuring that the location and timing of the event is appropriate.

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- Making **emergency** information (fire, police, ambulance, first aid) readily available for use in the event of an accident.
- Completing the screening and selection of **volunteers** based on the risk level of the activity. Each CPF Ontario activity is rated on a low, medium and high level of risk.
- Ensuring all volunteers on-site have completed the *CPF Volunteer Application Form* and are aware of the conditions of the event and this policy.
- Using any discipline, if necessary, to teach and correct rather than to punish.
- Avoid favouring or showing differential treatment to particular children or youth to the exclusion of others. Everyone must be treated fairly and respectfully.
- Informing all children and youth who attend CPF Ontario events of expected **behaviour** prior to their participation, and the expectation to behave appropriately and respectfully during the activity by following any rules that might apply.
- If an incident occurs,
 - CPF Ontario will inform the child or youth's parent or legal guardian.
 - CPF Ontario will offer immediate support to the alleged victim and make a **record** of the incident as required by CPF's *Child Safety Protocol*. Confidentiality is to be maintained.
 - CPF Ontario will maintain a neutral, unbiased stance during any investigation process and in compliance with all laws. While maintaining privacy, there will be no attempt to enter into any private agreement with the alleged offender nor the person reporting the incident.
- A CPF Ontario standardized reporting form will be used to record details of every alleged abuse or neglect report no matter how minor, and be submitted by the staff or **volunteer** who witnessed the incident. The form is to be submitted to the event supervisor or to an immediate superior if the event supervisor is alleged to be involved, and to police authorities. The supervisor can assist in submitting to CPF Ontario and the National Office. This is to take place within twenty-four (24) hours of the incident, clearly marking the document as CONFIDENTIAL respecting our *CPF Privacy Policy*.
- The form should include this information:

PERSON RECEIVING THE REPORT

- Email

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- Phone
- Position or Role
- Date of incident

PERSON MAKING THE REPORT

- Email
- Phone
- Position or Role
- Date of report

IDENTIFIED VICTIM

- Child or victim's name
- Gender
- Address
- Phone

ALLEGED OFFENDER

- Name
- Gender
- Address
- Phone

REPORT

- **Date, time, and setting in which you as the witness to the incident became aware of the incident**
- **Date, time, and setting of the incident**
- **Describe what specifically occurred**
- **Names and contact information of any potential witnesses**
- **Describe any actions taken to ensure the safety and care of the victim**

In response to an incident report and investigation CPF Ontario will review the outcome to establish lessons learned and provide suggestions as to how such an incident could be avoided in the future. The recommendations may be provided to update the policy and [protocols](#), as appropriate.

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Policy No. & Title – PSD 09: Partnerships & Joint Initiatives

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French – Ontario (CPF Ontario) **is committed to connecting and collaborating with like-minded organizations and agencies for the mutual benefit of both parties.** CPF Ontario **also has an obligation to protect the privacy of its membership and to respect the confines of its mandate.**

2. Objective

To provide CPF Ontario staff and [volunteers](#) with guidelines and information outlining expectations related to entering into, or updating expectations related to existing, [joint initiatives](#) and formal [partnerships](#).

To ensure the development of strong organizational and community partnerships that are focused on advancing CPF Ontario’s goals and priorities as outlined in the [CPF Network Strategic Plan](#) and [CPF Ontario Action Plan](#).

3. Policy

- CPF Ontario may engage in [partnerships](#) in order to:
 - **increase its program reach (Youth, Parents, Advocacy)**
 - **increase its credibility, visibility, and enhance its leadership**
 - **strengthen its organizational capacity by sharing complementary skills and abilities, reducing costs, consolidating and sharing infrastructure and administrative expenses, and improving efficiency**
- **When entering into [partnership](#) agreements with organizations, CPF Ontario must establish trust and familiarity with the partnering organization.**
- **Preference will be given to prospective partners that meet most of the following criteria:**
 - **their mandate aligns with CPF Ontario’s core organizational values and priorities as set out in the CPF Network Strategic Plan and CPF Ontario Action Plan**
 - **they share common goals or objectives**
 - **they are committed to collaborative and shared planning, ongoing evaluation of progress and continuous improvement, collective**

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impact and long-term strategies, and are looking for mutual benefit and a reciprocal approach to levels of commitment

- an assessment of the prospective partner's **liability** and insurance coverage is in place
- a comprehensive **risk** and benefits analysis has been conducted
- **Partnerships** will be terminated if the following occur:
 - a lack of **financial accountability** by the organization
 - a lack of reporting and regular communication
 - the use of funds for activities that are illegal or not considered **charitable**
 - a **conflict of interest** exists
 - a **risk** to the reputation of CPF Ontario exists
 - political activities outside of those accepted by **Canada Revenue Agency** or main funder, Department of Canadian Heritage.
- The Board is responsible for approval of governance-focused and strategic **joint initiatives** or formal **partnerships**, with the President as signatory on behalf of the **Corporation**. This would include any **signing** of a **Memorandum of Agreement or Understanding** with another organization.
- The **Executive Director** is responsible for approval and signing off on operational **joint initiatives** or partnerships including exchanges of services (advertising, letters of project support or **endorsement**, and **in kind contributions**).
- The **Executive Director** will provide an annual update or report to the Board on the status or termination of all joint initiatives or partnerships.

4. Specific Directives

- A senior official of the potential partner will meet with CPF Ontario **representatives** to discuss and determine the type of **partnership** desired and the terms relating to that partnership.
- Generally, the approach would be to establish trust on demonstration of success with short term, specific initiatives before engaging in long term major commitments such as **signing** a **Memorandum of agreement** or entering into a legal or financial commitment.
- The oversight and reporting requirements to enable measurement of progress or mutual successes will be established at the onset, setting expectations for both parties and understanding of the mutual commitment. While some flexibility in working with partners is understood

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and encouraged, the level of oversight and reporting will be proportional to the extent of the [partnership](#)

- All materials produced must acknowledge CPF Ontario as a partner either in text or by visual [trademark](#).
- [Partnership](#) commitments must be documented in writing, signed by the appropriate authority and filed at the CPF Ontario office. These may include, but are not limited to:
 - Status Agreement as Partner Organization, Association
 - [Protocol](#) for [Collaboration](#)
 - [Memorandum of Agreement, of Understanding](#)
 - [Cooperation Accord or Contract](#)
- The written agreement must outline the goals and commitments of both parties that will be completed, a [clear](#) beginning and end date, the joint in-kind contributions or financial support, the reporting accountability and the appropriate signatory.
- The claim to ownership of [intellectual property](#), through the use of [copyright](#) or joint copyright, should be included in the agreement establishing the [joint initiative](#) or [partnership](#).
- When working with a [third party](#), include a [disclaimer](#) within any agreement or on the website as a means of protecting CPF Ontario's best interests. A valid disclaimer may not preclude legal action but may mitigate the effect of [liability](#) issues should they arise.

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Policy No. & Title – PSL 10: External Communication

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

The purpose of Canadian Parents for French - Ontario (CPF Ontario) external communications is to promote its mandate, mission and programs among members, key stakeholders and the public.

CPF Ontario is committed to providing quality resources and publications to its members, French as a Second Language (FSL) stakeholders and the general public while respecting Canadian privacy protection legislation.

2. Objective

- **To ensure that all communications and related activities enhance CPF Ontario's image and reputation, protect the value and [integrity](#) of the [corporation](#) and that CPF Ontario brand assets are held in the highest professional regard.**
- **To promote CPF Ontario programs while creating a standard of excellence and increasing member satisfaction and supporting revenue generation.**
- **To enable CPF Ontario staff and [volunteers](#) to deliver quality resources and publications in line with the mandate and current strategic directions:**
 - **promoting the benefits of French as a second language learning**
 - **positioning CPF Ontario as an expert and credible source of information about French as a second language issues**

3. Policy

The policy applies to all CPF Ontario employees and [volunteers](#) and to all print, electronic and internet-based communications materials.

Communication activities and key messages will be projected in a positive, coherent and [consistent](#) manner and be aligned with the [CPF Network Strategic Plan](#), [CPF Ontario Action Plan](#), communications strategy, and branding initiatives.

VISUAL IDENTITY

Canadian Parents for French and CPF Ontario logos and wordmarks are the property of the [corporation](#) and may not be used without the express written consent of the corporation. The *CPF Network Brand Book* provides guidelines for their use.

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MEDIA COMMUNICATIONS

- The President and **Executive Director** will be the primary official spokesperson(s) for the **corporation**. The President and Executive Director will appoint a substitute spokesperson among the remaining members of the Board in the event of their absence.
- All official communication with the **media**, on behalf of the **corporation**, will be coordinated and supported by the **Executive Director**.
- For specific requests, subject matter experts may be called upon to interact with the **media**.

CRISIS MANAGEMENT

- CPF Ontario will take a pro-active, pre-emptive approach to any public relations crisis using **disclosure** whenever possible to ensure open communications with the **media** and accountability to its members.
- In the event of a crisis, staff and **volunteers** are directed to follow the **CPF Emergency Crisis Response Policy** and the **CPF Maintaining Business Continuity Policy** to ensure **consistent** messaging and a co-ordinated response across the CPF Network.

RESOURCES & PUBLICATIONS

- CPF Ontario produces both recurring and one time print and electronic **documents** for specific audiences and purposes. Some are provided free to members and others are sold at member and non-member prices.
- CPF Ontario regularly produces communication materials for a broader general audience such as **media** releases, research reports, fact sheets, policy papers, and articles for publication in partner newsletters.
- The importance of developing a standard organization “look and feel” on publications cannot be understated. Specifications will be determined for a standardization of design, by projected life span, purpose and budgetary restrictions within the ***CPF Network Brand Book***. Consistency with all CPF Ontario publications will be a consideration.
- The CPF Ontario Communications Coordinator is responsible for maintaining a current list of quality designers, editors, proofreaders, and translators available to work in both (or either) official languages who are familiar with the CPF Ontario style and design requirements.
- All external communications and internal reports must follow the ***CPF Network Brand Book*** and ***CPF Network Writing Style Guide*** to ensure consistency of messaging, terminology, spelling, grammar and punctuation. Careful editing and proofreading is crucial to CPF’s credibility as an informed and professional organization. Each document will then be

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reviewed by the [Executive Director](#) prior to approval for printing and distribution.

- CPF Ontario will make annual budgetary allocations for professional editing of all major publications. CPF Ontario publications copy will be edited, as much as possible, to conform to the [Canadian Press Stylebook](#).
- The responsibility for critical evaluation of any instructional and pedagogical materials and for the acceptance or rejection of such materials, based on content, lies with the appropriate CPF Ontario Committee and the [Executive Director](#). The responsibility for ensuring the accuracy of all CPF Ontario information publications lies with the Executive Director.
- The CPF Ontario office will maintain inventory copies of all promotional and informational materials and an inventory list of all printed materials published by the [corporation](#).
- Paid advertisements may be accepted in CPF Ontario communications as an information resource for our readers and for the purpose of generating revenue. These ads will be restricted to FSL education-related products and general products and services of interest to the CPF Ontario membership. The *CPF Advertising Guidelines* will provide direction on advertising costs and will be reviewed annually.

COPYRIGHT

- CPF Ontario will ask authors to inform them in writing of any license, fee or consent that is required for material used in a submitted work. The CPF Ontario Communications Coordinator or designated staff is responsible for obtaining all required clearances.
- The CPF Ontario Communications Coordinator or designated staff will consult the appropriate authority when [copyrighted](#) material is being reproduced.
- Copies of all major CPF National and CPF Ontario publications will be deposited with the [Library and Archives Canada](#). Provision of copies for submission and submissions to the library is the responsibility of the CPF Ontario Communications Coordinator.

4. *Specific Directives*

STATE OF FSL EDUCATION IN CANADA

- The CPF National [State of FSL Education in Canada](#) is a protected title reserved for the CPF National advocacy and research publication, published, with the support of an expert committee, by CPF National on behalf of the CPF Network.

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- This publication ensures that CPF speaks with a [unified voice](#). It guides and informs the development of the *CPF position statements* and *White Papers*, by stating key recommendations for action by various stakeholders, by contributing to public policy briefs, and other external communications materials.

STATE OF FSL EDUCATION IN ONTARIO

- The CPF Ontario [The State of FSL Education in Ontario](#) is a protected title reserved for the CPF Ontario advocacy and research publication, published, with the support of an expert committee, by CPF Ontario.
- This publication ensures that CPF Ontario speaks with a [unified voice](#). It guides and informs the development of the CPF Ontario position statements by stating key recommendations for action by various stakeholders and by contributing to public policy briefs and other external communications materials.

CPF ONTARIO WEBSITE

- **CPF National, in [collaboration](#) with the CPF Network, is responsible for setting the standards for the design and maintenance of CPF National and Branch websites to ensure consistency of brand. CPF Ontario is responsible for posting, updating and reviewing provincial content on the Ontario website.**
- **The home page of the CPF Ontario website include:**
 - **contact information**
 - **mission and vision statements**
 - **link to the CPF [Branch](#) and National websites**
- **CPF Ontario will publish information that reflects a level of quality, accuracy and timeliness, in a variety of accessible formats and referencing original sources to benefit the understanding of the broad Canadian public.**
- **Reference in any referred (hyperlinked) website to commercial products, services or companies does not constitute an [endorsement](#) by Canadian Parents for French or CPF Ontario, who cannot accept responsibility for the contents of these pages.**

SECTION E – PROGRAMS, SERVICES DELIVERY

Policy No. & Title – PSD 11: Social Media

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French - Ontario (CPF Ontario) **values its image among its stakeholders. Social media encourages conversations and the development of collaborative relationships. Utilizing the power and influence of social media in carrying out traditional business processes is highly beneficial. As there may also be inherent risks**, CPF Ontario wants to limit any negative exposure that may occur as a result of communications via social media.

2. Objective

To establish parameters of excellence for staff and **volunteers** appointed to communicate on CPF Ontario social media feeds, to streamline type and quality of posts and establish positive online community management.

To reduce **risks** inherent in the use of public-facing social media for staff and for CPF Ontario and to prepare employees and **volunteers** for the hazards and responsibilities of participating in social media activities and to protect the **corporation** from any legal threats that may arise as a result of social media usage.

3. Policy

- This policy covers all individuals who are directly affiliated with the **corporation** (for example employees, **volunteers**, and contractors) with the understanding that the **Executive Director** is the lead and that posts will be monitored to ensure appropriateness and added value.
- CPF Ontario staff and **volunteer** leaders (Directors of the Board, Committee Chairs, **Chapter** Chairs, **Team** volunteers) are encouraged to create and maintain active accounts on social networks such as Facebook, Twitter, and LinkedIn.
- CPF National communicates the rights and responsibilities of individuals at all levels of CPF, including CPF Ontario, who actively undertake in social media activities on behalf of the **corporation**.
- CPF Ontario employees or **volunteers** are personally responsible for the content they publish on-line, whether in a blog, social computing site or any other form of user-generated **media**.

SECTION E – PROGRAMS, SERVICES DELIVERY

- CPF National provides guidelines for information and content to be shared on social [media](#), which comply with the *CPF Confidentiality Policy*, for all CPF, including CPF Ontario, employees and [volunteers](#) who are engaging on social media in an official role or unofficially in a personal role.
- CPF Ontario will ensure that resources are properly cited and that [copyright](#) is protected.
- CPF National will monitor, from time to time, all CPF Ontario social media accounts to ensure that posts are professional, further CPF's mission, vision and values, and respect the [corporation](#)'s performance and foster a positive public perception.
- CPF Ontario reserves the right to remove or request removal of any posted comment on social [media](#) sites that refers to CPF Ontario, that is not appropriate for the topic discussed or uses inappropriate language.

4. *Specific Directives*

CPF WORK-RELATED MESSAGING

- CPF Ontario is strongly in favour of engaging with those who consume our content.
- **Abusive, bigoted, and/or racist comments should be flagged to the CPF Ontario Communications Coordinator or delegated staff immediately.**
- **Messaging should:**
 - be conversational, positive, respectful and engaging
 - have a purpose, inform, create friends and followers and therefore should not be confrontational, challenging or be offensive
 - adhere to the *CPF Network Brand Book*. Visual appeal is important on all social media platforms – website, Facebook, Twitter, etc.
- CPF Ontario encourages users to post regularly. Do not over-post.
- Include [@CPF Ontario](#) in your tweet while using the hashtag symbol (#) before a relevant keyword or phrase to categorize those Tweets and help them appear more easily in a Twitter search.
- See National's [Guidelines for Posting to CPF Social Media Feeds](#) for more details.

PERSONAL SOCIAL MEDIA USAGE

- CPF Ontario members are personally responsible for the content they publish on-line, whether in a blog, social computing site or any other form of user-generated [media](#).

SECTION E – PROGRAMS, SERVICES DELIVERY

- **If using any personal accounts for CPF Ontario in any way, clearly identify your role in your profile.**
- **If publishing content online relevant to CPF Ontario in your personal capacity, use a disclaimer such as this: "The postings on this site are my own and do not necessarily represent CPF Ontario's positions, strategies or opinions."**
- **Respect the confidentiality and privacy of others, including CPF Ontario confidential, proprietary and business information.**
- **Obtain approval prior to citing or making references to others. Provide a link to the original citation so the comment can be taken in context.**
- **Try to add value. Provide worthwhile information and perspective. Be respectful of others and their opinions. Be the first to correct your own mistakes.**

SECTION E – PROGRAMS, SERVICES DELIVERY

Policy No. & Title – PSD 12: Intellectual Property

Date Issued:

Date of Authorization:

Date Last Reviewed/Modified:

Next Scheduled Review:

1. Overall Guiding Principle

Canadian Parents for French - Ontario (CPF Ontario) is committed to fostering research and to the distribution of information to benefit the [Corporation](#), the members, and, more widely, society.

The [intellectual property](#) produced by CPF Ontario, will be utilized and developed for the benefit of the creators, the Corporation, and the public.

2. Objective

To clarify the rights and responsibilities of employees and [volunteers](#) and protect the ownership of intellectual property created by or developed for CPF Ontario.

To outline the [obligations](#) and basic rights of the [corporation](#) and of the individuals, employees, [volunteers](#) of the corporation in regards to intellectual property.

3. Policy

- This policy covers work completed:
 - During the course of employment or [volunteer](#) mandate and within the scope of the job or volunteer role, as well as research activities conducted under contract, including current and past employees, contractors and volunteers
 - When intellectual property is developed through funding as part of a CPF Ontario [sponsored](#) program, project or initiative or was developed with substantial use of CPF Ontario human or financial resources.
- This policy does not replace pertinent intellectual property clauses in contractual agreements, but this policy may provide guidance in interpreting contractual agreements where no such clause exists.
- [Intellectual property](#) developed by staff in the course of their assigned duties and responsibilities is the property of CPF Ontario as a whole, notwithstanding exceptions of a previously agreed upon arrangement or contract with the employer.

SECTION E – PROGRAMS, SERVICES DELIVERY

- CPF Ontario aims to encourage creativity and innovation, therefore **intellectual property** belonging to CPF Ontario as a whole is to be shared freely among CPF **Branches**, **Chapters**, **Teams**, and National
 - CPF National reserves the right to allow some flexibility in applying this policy on a case-by-case basis
- Where CPF Ontario enters into an agreement with an outside party that may result in the generation of IP, the parties will ensure that a written agreement sets out their respective rights to the Intellectual Property in the work and any terms relating to the sharing of **risk** and revenue from the exploitation or commercialization of the work.
- Upon entering into an agreement with a contractor, a standardized form is completed, submitted and stored at the CPF Ontario office.
- No CPF Ontario employee may enter into a contract or other type of agreement with a **third party** that affects the **intellectual property** of CPF Ontario without the pre-approval of the **Executive Director** and the agreement of such other affected members.
- The **Executive Director** is responsible for vetting requests for deviations from this policy in the context of individual research contracts, including questions regarding the application, interpretation or implementation of the policy, disagreement among creators concerning assignment of rights or sharing of royalties. The President or their designate is responsible for vetting any disagreements not solvable by the Executive Director.
- The use of the **corporation** name, seal or logo on letterhead, business cards, and resources is standardized and regulated in the *CPF National Brand Book* and [PSL 10: External Communications](#).

4. *Specific Directives*

None to date

DEFINITIONS

GLOSSARY OF TERMS

360-Degree Feedback Process

A process through which feedback from an employee's subordinates, colleagues, supervisor(s) and other stakeholders as well as a self-evaluation by the employee themselves is gathered.

Abuse of Power (general)

An offensive, cruel, intimidating, insulting or humiliating behaviour which includes physical violence or the threat of physical violence. It can be physical or verbal, direct or indirect such as gossip. Abuse of power happens when one person abuses or misuses his/her power and discretion for personal benefit or in benefit of another individual. This includes any situation involving a minor, situations that involve a reporting relationship, or any situation that includes an accusation from a person against an employee or volunteer who is providing a service to that person.

Abuse of Power (related to a minor)

Situations involving a minor, situations that involve a reporting relationship, or any situation that includes an accusation from an individual against an employee or volunteer who is providing a service upon which the client depends. Incidents that involve an abuse of power are considered by CPF Ontario as being, generally, of a more serious nature than peer-to-peer situations. Abuse of power happens whenever a CPF Ontario staff or volunteer abuses or misuses their power and discretion for personal benefit, or in benefit of another person.

Accommodation by a Party

An arrangement or a settlement or compromise by one person to accommodate the needs of another.

(CPF Ontario) Action Plan

The [CPF Ontario Action Plan](#) is a three (3) year plan that puts into place strategic action within Ontario based on the corporation's strategic priorities as set out in the [CPF Network Strategic Plan](#).

Active Campaigning

When nominees or their supporters work in an organized and active way to promote their candidacy during the election process through contact with [Voting Delegates](#).

Ad Hoc Committee

A committee formed for a specific task or objective, and dissolved after the completion of the task or achievement of the objective.

DEFINITIONS

Advisory Council

A collection of individuals, with a clear purpose and guidelines for membership, who bring unique knowledge and skills which augment the knowledge and skills of the formal Board of Directors in order to more effectively guide the incorporated organization as a whole.

Annual General Meeting (AGM)

The Canadian Parents for French - Ontario (CPF Ontario) Annual General Meeting (AGM) is an annual event whereby CPF members in good standing and residing in Ontario are invited to participate. Voting members will learn about the CPF Ontario annual performance and new organizational directions, the audited financial statements for the fiscal year, and vote on the new slate of [Directors](#).

Avoidance of a Party

The action of keeping away from or not doing something by one person to accommodate the needs of another.

Behaviour

For the purposes of this policy, includes a broad range of actions including:

- **Conduct:** what you or others do, including gestures
- **Comment:** what you or others say, whether orally, in writing or via pictures and images, or by making sounds, communicated through any form or medium including on social media

Branch Jurisdiction

Means a provincial or territorial body that is a part of the corporation. There will be at least two (2) [Chapters](#) and twenty-five (25) members in the province or territory before a Branch may be recognized. Jurisdiction refers to all [Chapters](#) that are associated with the Branch. CPF Ontario is the provincial Branch for the province of Ontario.

Bullying

Ill treatment which is not addressed under [Canadian Human Rights](#) and [Ontario Human Rights](#) legislation or criminal codes. Bullying is considered harassment in general, unless there is physical contact or a threat of violence, where it is considered violence. See [Harassment](#), [Emotional Harassment](#), [Physical Harassment](#), and [Sexual Harassment](#), and [Racial & Ethnic Harassment](#)

Business Continuity Planning

The process of creating systems of prevention and recovery to deal with potential threats to a corporation such as cyber-security threats or data loss, theft or fraud, fire or flooding of physical office spaces. In addition to prevention, the goal is to enable ongoing operations before and during execution of disaster recovery.

DEFINITIONS

Bylaw No.1

The legal document that regulates the decisions and actions of the corporation. Where the Ontario [Branch](#) bylaws are silent, Canadian Parents for French - Ontario (CPF Ontario) will comply with the Canadian Parents for French - National (CPF National) bylaws. Where the Branch and National bylaws are silent, CPF Ontario will comply with what is written under the [Canada Not-for-profit Act](#). The most recent [CPF Ontario Bylaw No. 1](#) was reviewed May 25, 2019. The most recent [CPF National Bylaw No. 1](#) was confirmed October 18, 2020.

Canada Revenue Agency (CRA)

Formerly Revenue Canada and the Canada Customs and Revenue Agency, the Canada Revenue Agency (CRA) is a Canadian federal agency that administers tax laws for the Government of Canada and for most provinces and territories, international trade legislation, and various social and economic benefit and incentive programs delivered through the tax system. It also oversees the registration of charities in Canada, and tax credit programmes.

Canadian Human Rights Act

The [statute](#) with the express goal of ensuring equal opportunity to individuals who may be victims of discriminatory practices based on a set of prohibited grounds such as gender, sexual orientation, race, marital status, gender expression, creed, age, colour, disability, political or religious beliefs. The Act applies throughout Canada, but only to federally regulated activities. Each province and territory has its own anti-discrimination law that applies to activities that are not federally regulated. See [Ontario Human Rights Code](#).

Cash Flow Statements

A financial statement that shows how changes in balance sheet accounts and income affect cash and cash equivalents, and breaks the analysis down to operating, investing, and financing activities.

Cash Flow

The net amount of cash and cash-equivalents being transferred into and out of an organization.

Centralized Federation

A union of partially self-governing entities grouped under a central governing entity. Entrenched within the CPF National Bylaw No.1, there is a self-governing status for National, [Branches](#), [Chapters](#), and [Teams](#) as well as a division of authority between these entities. Each region retains a degree of control over its internal affairs. This status may not be altered by a unilateral decision of any one party.

DEFINITIONS

Chapters

CPF Ontario Chapters and [Teams](#) are the ground-level face and heart of CPF Ontario activities. Chapters provide local programming, French workshops, game nights for families, and socio-cultural performances, in addition to enriching [French as a Second Language \(FSL\)](#) learning in schools, providing information and resources to parents wanting to support their children's FSL journey, and advocacy for increased and improved FSL opportunities for students with school administration and at the school board level. Chapters are established within communities and do not need to be renewed each year. They are run by volunteers and each Chapter is led by a Chair or Co-Chairs.

Charitable Donations

A charitable donation is a gift made by an individual or an organization to a non-profit organization, charity or private foundation. Charitable donations are commonly in the form of cash, but they can also take the form of real estate, motor vehicles, appreciated securities, clothing and other assets or services. See [Donation](#)

Charitable/Tax Receipts

A charitable tax receipt should contain:

- the [donor's](#) name
- the amount of money or a description of the item or items donated
- a statement indicating whether or not any goods or services were provided in return for the gift
- a good-faith estimate of the value of goods or services provided
- insubstantial values need not be [recorded](#)

The receipt can be a letter, a postcard, an e-mail message, or a form created for the purpose.

Child Safety

A principle of creating a safe environment for children by putting prevention measures into practice, and clearly outlining expectations for individuals in authority to reduce the potential of harm to children. Aligns with the Government of Ontario's [Child and Family Services Act, R.S.O. 1990, c. C.11](#)

Clear

The data is not submerged in unnecessary incidental information or worded unclearly.

DEFINITIONS

Code of Conduct

A set of rules outlining the social norms, rules and responsibilities of, and or proper practices for, an individual.

Code of Ethics

Outlines the ethical principles that govern decisions and [behaviour](#) at a company or organization, outlining how employees should behave, as well as specific guidance for handling issues that may arise. See [Ethical Fundraising and Financial Accountability Code](#).

Collaboration

The action of working with someone to produce or create something.

Commercial Sponsorship

Commercial [sponsorship](#) is the term used to describe opportunities to support a person, product or event with a view to gain some advertising or promotional advantages for the sponsor.

Common Law

As distinguished from statutory law created by the enactment of legislatures, the common law can be found only in past decisions. It comprises the body of those principles and rules of action, relating to the government and security of persons and property, which derive their authority solely from usages and customs and decrees of the courts recognizing, affirming, and enforcing such usages and customs.

Competitive Procurement

A method of supply that means of acquiring goods or services through a bidding ([quotation](#)) or proposal process.

Conflict of Interest

A situation in which a person is in a position to derive personal benefit from actions or decisions made in their official capacity, including:

- **personal conflict of interest includes nepotism such as favours for friends and relatives, self-dealing**
- **ethical conflict of interest includes any situation in which a person has a private or personal interest sufficient to influence the objective exercise of their official duties**
- **Financial or Pecuniary conflict of interest includes any situation whereby a person has a financial interest, if the individual has, directly or indirectly, an actual or potential ownership, investment, or compensation arrangement with Canadian Parents for French (CPF) or any entity that conducts transactions with CPF. A person with financial interest may have**

DEFINITIONS

a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists

Conflict Resolution

Method or process facilitating the peaceful ending of conflict and retribution by actively communicating information and by engaging in collective negotiation.

Consistent

Always happening or behaving in a similar, positive, way.

Contract

A method of supply that is an agreement between two or several parties wherein the rights and obligations of all who participate are clearly defined as are the overall terms of the agreement, including the timeframe and compensation awarded as consideration for goods or services. See [Contract for Service](#) and [Contract of Employment](#)

Contract for Service

A method of supply that is an agreement whereby an individual or company undertakes a task or job (supplies time, effort, or expertise) for the corporation. While they may hire others to carry out or help in the work, they are solely responsible for the satisfactory completion of the job. The parameters of the task are defined within the written contract. See [Contract](#) and [Contract of Employment](#)

Contract of Employment

An agreement specifying the terms and conditions under which a person consents to perform certain duties as directed or controlled by an employer that, taken together with the rights of each under statute and common law, determine the employment relations between them in return for an agreed upon wage or salary and may include employment benefits. See [Contract](#) and [Contract for Service](#)

Cookie

Data that is transferred from a web server to the device a user is utilizing to access the website.

Cooperation Accord or Contract

A formal business document outlining the basic terms of one's agreement with another individual, group or entity.

Copyright

The exclusive legal right, given to an originator or an assignee to print, publish, perform, film, or record literary, artistic, or musical material, and to authorize others to do the same.

DEFINITIONS

Corporation

A group of people elected to govern, and authorized to act as a single entity (legally a person) and recognized as such in law. The CPF National Board is responsible to the corporation as a whole, the CPF Network of [Chapters](#), and [Teams](#), [Branches](#) and National office.

Council of Executive Directors (CoED)

An [Advisory Council](#) comprised of all duly hired Branch [Executive Directors](#) and the National Executive Director. Each Executive Director is responsible for reporting Network-related matters discussed and strategic actions to be taken with their respective Board of Directors.

Council of Presidents (CoP)

A Canadian Parents for French [Advisory Council](#) 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. Each President is responsible for reporting Network-related matters discussed and strategic actions to be taken with their respective Board of Directors.

CPF Sponsored Activities

All activities that take place with the involvement of CPF staff and/or volunteers, are undertaken while using the CPF name and/or the delivery of the activity, or undertaken and paid for using CPF funds.

Directors

Members of the Board.

Disclaimer

Generally, any statement intended to specify or delimit the scope of rights and obligations that may be exercised and enforced by parties in a legally recognized relationship.

Disclosure

The act of disclosing a mistake or crisis, being transparent on facts of a situation, which is considered an efficient corporate response strategy proven to restore reputation, build credibility and reduce harm to the organization. See [Duty to Disclose](#)

Dissolution

**The closing down or dismissal of an official body, entity or [partnership](#).
Suspension of activities.**

DEFINITIONS

Document Management

Involves the day-to-day capture, storage, modification and sharing of physical and/or digital files within an organization. Generally speaking, document management focuses on reducing lost and misfiled documents, providing faster search and retrieval of documents, helping to better organize existing documents, improving general work processes and organizational efficiency, reducing the amount of physical space used to store documents, such as file cabinets, boxes and shelving. See [Documents](#)

Documents

Consist of information or data that can be structured or unstructured and accessed by people in Canadian Parents for French. See [Document Management](#)

Donation

A donation is a voluntary contribution in the form of monetary or non-monetary gifts to a fund or cause for which no return service or payment is expected or made. Contributions to industry associations or fees for memberships in organisations that serve business interests are not necessarily considered donations. See [Charitable Donations](#)

Donor

The individual, organization, or institution that makes a gift. The [Donor Bill of Rights](#) was created by the Association of Fundraising Professionals (AFP), the Association for Healthcare Philanthropy (AHP), the Council for Advancement and Support of Education (CASE), and the Giving Institute: Leading Consultants to Non-Profits.

Due Diligence

Investigation or exercise of care that a reasonable individual or organization is expected to take before entering into an agreement or contract with another party, or an act with a certain [standard of care](#).

Duty of Care

A legal principle that identifies the [obligations](#) of individuals and organizations to take certain measures to care for and protect participants.

Duty to Disclose

An interested person must [disclose](#) either in writing or orally, the existence of any [conflict of interest](#) that is or appears to be in conflict with the corporation's interest. See [Disclosure](#)

Emergency Crisis

An unplanned or imminent event that affects or threatens the health, safety or welfare of people, organizational reputation or the state of [French as a Second](#)

DEFINITIONS

Language education, that which requires a significant and coordinated response, where usual resources are overwhelmed or have the potential to be overwhelmed, may be a specific event with a clear beginning, end and recovery process, or a situation that develops over time and where the implications are gradual rather than immediate.

Emotional Harassment

Any offensive, cruel, intimidating, insulting or humiliating **behaviour** which includes physical violence or the threat of physical violence. It can be physical or verbal, direct or indirect such as gossip. See [Harassment](#), [Physical Harassment](#), [Sexual Harassment](#), and [Racial & Ethnic Harassment](#)

Endorsement

An act of giving one's public approval or support to someone or something. A testimonial, a written or spoken statement endorsing, promoting or advertising a product.

Ethical Fundraising and Financial Accountability Code

Sets standards for charities in the areas of **fundraising** and financial reporting practices. It is a set of benchmarks that enables organizations to manage their funds responsibly and report their financial affairs accurately and completely. The [Association of Fundraising Professionals's \(AFP\) Code of Ethical Standards](#) prescribes standards of ethical conduct to be followed by charitable organizations in managing their fundraising activities.

Ethical Fundraising

To maintain high ethical standards, non-profit organizations have clearly articulated mission and value statements, as well as specific codes of conduct especially in fundraising. Adhering to ethical standards in fundraising is especially important because the success of an organization's mission rests on trust: the trust of clients, volunteers, **donors**, and the community served. Stewarding the public's trust is therefore a critical role for fundraisers to perform. To do this well the fundraiser must look beyond their own immediate needs and behave in a manner **consistent** with the values of their profession and of the sector as a whole. Strong ethical standards build public trust in the non-profit sector. Through transparency, full-**disclosure** and self-regulation, fundraisers can position their own organization as trustworthy in carrying out its mission and in so doing benefit the wider sector too. See The Canadian Association of Gift Planners [Code of Ethics](#), the Association of Fundraising Professionals's (AFP) [Code of Ethical Standards](#), and Imagine Canada's [Ethical Fundraising & Financial Accountability Code](#)

Ethical Leadership

Leadership that is directed by respect for ethical beliefs and values and for the dignity and rights of others. It is thus related to values such as trust, honesty, consideration, and fairness.

DEFINITIONS

Executive Director

Term used to refer to the most senior, highest ranking, paid employee with oversight responsibilities for leading the organization's administration, accomplishing the goals of the members and the board, and managing the philosophy of the organization.

Expression of Interest (EOI)

A means for potential providers of goods and/or services to register interest in supplying them. An EOI is usually a document describing requirements or specifications and seeking information from potential providers that demonstrates their ability / capacity to meet those requirements.

Ex-officio

By virtue of one's position or status.

Fair Market Value

Normally the highest price, expressed in dollars, that property would bring in an open and unrestricted market, between a willing buyer and a willing seller who are both knowledgeable, informed, and prudent, and who are acting independently of each other.

Financial Accountability

Responsibility for the way money is raised and managed.

Force Majeure

Unforeseeable circumstances that prevent someone from fulfilling a commitment or contract.

French as a Second Language (FSL)

According to the [Ontario Ministry of Education](#), French as a Second Language (FSL) is French taught in English-language school boards across the province. Students in Ontario's publicly funded English-language schools are required to study FSL from Grades 4 to 8, as well as earn at least one credit in FSL in secondary school in order to graduate secondary school and obtain their Ontario Secondary School Diploma (OSSD). There are three (3) FSL programs in Ontario:

- **Core French** where students learn French as a subject. At the elementary level, students must accumulate a minimum of 600 hours of French instruction by the end of Grade 8. At the secondary level, academic, applied and open courses are offered for Grades 9 and 10. University preparation and open courses are offered for Grades 11 and 12.
- **Extended French** where students learn French as a subject and take at least one other subject where French is the language of instruction. At the elementary level, at least 25% of all instruction is provided in French. In the extended French program, students accumulate seven (7) credits in French though four (4) for FSL

DEFINITIONS

language courses and three (3) for other subjects in which French is the language of instruction

- **French immersion** where students learn French as a subject and take two or more other subjects where French is the language of instruction. At the elementary level, at least 50% of all instruction is provided in French. In the French immersion program, students accumulate ten (10) credits in French through four (4) for FSL language courses and six (6) for other subjects in which French is the language of instruction. Student's proficiency in French increases based on the amount of time and the level of intensity of instruction in French.

Fundraising

Any activity that includes a solicitation of present or future [donations](#) of cash or gifts in kind, whether the solicitation is explicit or implied. See [Ethical Fundraising and Financial Accountability Code](#)

Generative Governance

Leads Board thinking to focus on the bigger picture, a reconsideration of how the current state may best be understood, framing issues differently, to consider other aspects, to take into consideration broader influences prior to making decisions.

Gift Agreement

Consists of description of gift, statement of purpose for using the funds, how the proceeds will be administered and promoted, future considerations, and a statement of authority on CPF's charitable status.

Harassment

Any unwelcome or objectionable, physical, visual or verbal conduct, comment or display, whether intended or unintended, that is:

- **insulting, humiliating or degrading to another person, or creates an intimidating, hostile or offensive [environment](#) and/or is on the basis of race, ethnicity, language, financial ability, religion, gender or sexual orientation, disability or age, or any other kind of [discrimination](#), which is prohibited by particular provincial or territorial legislation, made by an employee, [volunteer](#), client or supplier of CPF**
- **directed at and offensive to any other employee, volunteer, client or supplier of CPF, or any other individual or group that the person knew or reasonably ought to have known would be offensive (for example, unintended)**

Examples of harassment include, but are not limited to:

- **derogatory written or verbal communication or gestures (for example name-calling, slurs, taunting pictures or posters, [bullying](#), graffiti), that are**

DEFINITIONS

malicious, vexatious or that relate to any of the prohibited grounds under [Canadian Human Rights](#) and [Ontario Human Rights](#) legislation

- **use of abusive or insulting language, yelling and other aggressive or humiliating verbal conduct**
- **public belittlement, verbal or written, ‘cold-shouldering’ or other deliberately isolating conduct or other contemptuous or disrespectful treatment**
- **threats made or perceived, that are malicious, vexatious or based on any of the prohibited grounds under [Canadian Human Rights](#) and [Ontario Human Rights](#) legislation**
- **application of stereotypes or generalizations based on any of the prohibited grounds under the legislation**

See [Emotional Harassment](#), [Physical Harassment](#), [Sexual Harassment](#), and [Racial & Ethnic Harassment](#)

High Performing Corporation

Organization operating at an above average standard.

Impact

The effect of efforts made; the incremental progress toward a goal, by individuals, the collaborative success of the team, those being served, and the organization.

In Kind Contribution

The transfer of any type of asset other than cash, such as the contribution of services such as editing, translation and printing services and of goods, such as computers, software, furniture and office equipment for use by the organization.

(CPF) Network Inclusive Policy Development Process

The Canadian Parents for French (CPF) Inclusive Policy Development Process established in 2007 enhances the effective and inclusive governance of the Network. The formal consultation process is outlined in procedure and provides ample time for communication and Network input, prior to change and implementation.

The CPF inclusive policy development process:

1. Scheduled National bylaw and policy reviews and updates are completed by the National Board Bylaws Committee
2. Amendments receive approval in principle by the National Board
3. Amendments are posted and circulated for sixty (60) days for CPF Network review

DEFINITIONS

4. Input is reviewed and if accepted incorporated by the Committee into the policy and circulated for National Board final approval
5. Approved policies are communicated to CPF Network Leaders with a date for implementation
6. Wording changes and edits that do not change the tone or meaning of a policy can be made without approval of CPF National Board and the Network
7. Approved policies are posted on the CPF National website

Refer to the National Bylaw Committee's [Terms of Reference](#) for further details on the process.

Integrity

The quality of being honest and having strong moral principles; moral uprightness.

Intellectual Property

Any form of knowledge or expression created by one's intellect that can be legally protected and for which one may apply for a patent, [copyright](#), [trademark](#), including trade secrets, manuscript or design for research materials, resource prototypes, and tools.

Interested Person

An interested person is any director, principal officer, employee, or member of a committee with governing board-delegated powers who has a direct or indirect financial interest.

Internal Controls

A process for assuring an organization's objectives in operational effectiveness and efficiency, reliable financial reporting, and compliance with laws, regulations and policies.

Invited Tender

A solicitation to selected qualified suppliers. Invited Tenders are normally used for large value purchases. Tenders are normally requested by a specific time and may be opened and evaluated by a committee.

Joint Initiative

At least two parties conducting a project with all parties involved throughout the process – planning and execution; clear roles to play and distribution of work according to contribution/expertise.

DEFINITIONS

Liability

Refers to the duties, obligations and responsibilities imposed on a person or an organization by common law or statute. Vicarious liability is the liability an organization assumes for the actions of those who act on its behalf.

Limitations

A limiting rule or circumstance, as in a restriction on actions that can be taken within the individual's authority.

Maintaining Continuity

Speaking to the viability and continued operations of a given [Branch](#). 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, and governing documents that affect CPF as a whole.

Maintaining Integrity

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.

Media

The main means of mass communication (especially television, radio, newspapers, and internet) regarded collectively.

Mediator & Mediation

A person who attempts to make people involved in a conflict come to an agreement, in other words a go-between. An intervention in a dispute in order to resolve it, such as arbitration.

Member in Good Standing

A member who has paid in full their membership dues for the relevant year.

Memorandum of Agreement (MOA) or Understanding (MOU or MoU)

A formal agreement between two or more parties to establish official partnerships.

Non-Competitive Procurement

Used to enable a buyer to select a particular supplier or restrict the bidding process to certain suppliers of goods or services. Sometimes called "sole source" or "single-source" procurement.

DEFINITIONS

Request for Proposal (RFP)

An invitation to suppliers to submit offers to provide a solution to a problem or satisfy a need that the corporation has identified. A formal evaluation of a RFP involves assessing the supplier's experience, qualifications, quote for services and proposed solution, using criteria specific to the job specifications.

Monitoring Performance

A process wherein Canadian Parents for French - National ensures that the provincial or territorial [Branch](#) is operating within the agreed governing policy and processes, and is progressing towards the goals and objectives established, with the capability to function effectively in their respective region.

Nominator

Refers to a Canadian Parents for French (CPF) [voting](#) or non-voting member who officially submits recommendation for a person to be considered to receive a CPF National or CPF Ontario award or honour.

Normal Circumstances

General business activity periods only and not to special circumstances such as holidays, natural disasters or [emergencies](#).

Objects

Concise statements of the ultimate purpose of the corporation.

Obligations

An act or course of action to which an individual is morally or legally bound by their authority or role; an agreed upon duty or commitment to the corporation.

On a Rotational Basis

A system in which the job is regularly changed.

Ontario Human Rights Code

As the Canadian Parents for French - Ontario office is located in Toronto and represents the provincial Branch of Canadian Parents for French, the [Ontario Human Rights Code](#) is the provincial law to which it adheres in giving every individual equal rights and opportunities with respect to employment, trade, self-governing profession, services, goods, contracts and facilities.

Ordinary Resolution

A resolution passed by a majority not less than 50% plus one (1) of the votes cast for that resolution.

DEFINITIONS

Orientation

The delivery of more general information that has to do with the practice, culture and how an organization is run.

Parental Supervision

(Accepted) Parental Supervision (Practices) In its most basic form, includes keeping children away from dangerous objects and situations and preventing them from hurting themselves or others; outlines general acceptable [behaviours](#) and actions in establishing safe and friendly environments for children.

Partnership

An arrangement in which two or more individuals share the profits and liabilities of a business venture. Various arrangements are possible:

- all partners might share liabilities and profits equally
- some partners may have limited liability

Partnerships include providing support, usually as cash, and occasionally as in-kind services such as planning, project management skills, or professional or technical expertise.

Personal Confidential Records

Employee records including benefit agreements and appraisals, conflict resolution settlements, contracts, among others.

Personal Information

Includes any factual or subjective information recorded or not, about an identifiable individual. Personal information does not include any information that might appear on a business card or can be found publicly available, such as a telephone directory. [Subsection 2\(1\)](#) of the [Personal Information Protection and Electronics Documents Act \(PIPEDA\)](#) states that “personal information” means “information about an identifiable individual.”

Philanthropy

Also called charitable giving, is usually a one-off cash donation to a specific cause. Philanthropic [donations](#) are given to meet specific needs in the event of an emergency, without the expectation of any return to the business.

Physical Harassment

Any offensive, cruel, intimidating, insulting or humiliating [behaviour](#) which includes physical violence or the threat of physical violence. It can be physical or verbal, direct or indirect such as gossip. See [Harassment](#), [Emotional Harassment](#), [Sexual Harassment](#), and [Racial & Ethnic Harassment](#)

DEFINITIONS

Police Check

A search of the records held in the information database of a police agency (varies according to jurisdiction – local city, provincial, or RCMP). It may include a check of national or local and regional police records. At the end of the process, a report is issued. The report is usually valid for a two (2) year period.

Proprietary Confidential Records

Legal documents, Banking and internal financial statements, Financial reports to funders, Insurance agreements and claims, Funding agreements and reports, Annual CRA revenue, and charitable tax returns.

Protocol

A document that sets out the terms or set of rules agreed upon in a meeting and signed by all the parties.

Public Corporate Records

Information about federal and provincial corporations is public information including **Bylaws, Policies, Minutes of Board and Annual or Special General Meetings, Annual Performance Reports, and Audited Financial Statements.**

Quotation

An offer or bid from an approved or qualified supplier used for the purchase of goods and services where criteria, including service, quality, and delivery, will be evaluated as well as price.

Racial & Ethnic Harassment

Any conduct or comment which causes humiliation to a person because of their racial or ethnic background, their colour, place of birth, citizenship or ancestry, and can be typified as:

- Unwelcome remarks, jokes or innuendoes about a person's racial or ethnic origin, colour, place of birth, citizenship or ancestry
- Displaying racial or derogatory pictures or other offensive material
- Insulting gestures or practical jokes based on racial or ethnic grounds which create awkwardness or embarrassment
- Refusing to speak to or to work with someone or treating someone differently because of their ethnic or racial background

See [Harassment](#), [Emotional Harassment](#), [Physical Harassment](#), and [Sexual Harassment](#)

Record

A record can be in various formats including email, paper, digital, social media, videos and telephone messages. Records are created to provide information

DEFINITIONS

about what happened, what was decided, and how to do things. Individuals cannot be expected or relied upon to remember or report on past policies, discussions, actions, and decisions accurately all of the time. Therefore, as part of their daily work they keep a record – by updating a register or database, writing a note of a meeting or telephone call, or filing a letter or email – which ensures that they and their successors have something to refer to in the future.

Records Management

Establishing policies and standards for maintaining diverse types of records. Some, but not all, documents within an organization become records. Records management also includes the functions of [document management](#) such as:

- Identifying what records exist by records inventory
- Applying required retention periods to stored items
- Identifying the owner of each records series
- Determining that a chain of custody and a proper audit trail both exist
- Assisting in e-discovery issues and applying legal holds to records when needed
- Managing disposition (disposal of documents)
- Developing and administering defined records policy and procedures, regardless of if the records are electronic or paper
- Preserving records throughout their life cycle

Representative

When the data is provided to monitor the complete criterion, not just a part of it or a single use of it.

Risk

A situation involving exposure to danger, harm, or loss. See [Risk Identification](#), [Risk Management](#), [Risk Mitigation](#), and [Risk Monitoring](#)

Risk Identification

The process of determining [risks](#) that could potentially prevent the program or organization from achieving its objectives. It includes documenting and communicating the concern. See [Risk](#), [Risk Management](#), [Risk Mitigation](#), and [Risk Monitoring](#)

Risk Management

The forecasting, identification, evaluation, and prioritization of financial and other [risks](#) followed by coordinated and economical application of resources to minimize, monitor, and control the probability or impact of unfortunate events or

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to maximize the realization of opportunities. See [Risk](#), [Risk Identification](#), [Risk Mitigation](#), and [Risk Monitoring](#)

Risk Mitigation

Putting in place processes to reduce the extent of exposure to **risk** and/or the likelihood of its occurrence. A systematic reduction in the extent of exposure to a risk and/or the likelihood of its occurrence. See [Risk](#), [Risk Identification](#), [Risk Management](#), and [Risk Monitoring](#)

Risk Monitoring

A process which tracks and evaluates the levels of **risk** in an organization. As well as monitoring the risk itself, it involves tracking and evaluating the effectiveness of risk management strategies. See [Risk](#), [Risk Identification](#), [Risk Management](#), and [Risk Mitigation](#)

Senior Staff Member

A term used to refer to staff with management responsibilities within the Branch office.

Service Standard

A commitment to a measurable level of performance that can be expected under **normal circumstances** to help manage operations and track progress against overall delivery objectives. See [Normal Circumstances](#)

Service Target

A key element of a performance that defines the level of expected quality, the timeline for delivery, the agreement for service between the client and the service provider.

Serving in Personal Capacity

Making particular decisions based on a person's experience and knowledge and perspective.

Sexual Harassment

Any unwelcome conduct, comment, gesture or contact of a sexual nature, whether once or in a continuous series of incidents that:

- might reasonably be expected to cause offence, embarrassment or humiliation
- might reasonably be expected to be perceived as placing a condition of a sexual nature on employment, services, or on any opportunity for [training](#) or advancement

Examples of sexual harassment include, but are not limited to:

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- remarks, jokes, innuendoes or other comments regarding someone's body, appearance, physical or sexual characteristics or clothing
- persistent unwelcome or uninvited invitations or requests
- unwelcome questions or sharing of information regarding a person's sexuality, sexual activity or sexual orientation
- vulgar or sexual jokes whether oral, written, graphic, or gestural
- conduct or comments intended to create, or having the effect of creating, an intimidating, hostile or offensive [environment](#)
- retaliating against an employee or volunteer for refusing a sexual advance or for reporting an incident of possible sexual harassment to CPF or any government agency
- offering or withholding favours, employment benefits, volunteer positions, favourable evaluations, favourable assigned duties, conditional upon the employees or volunteers providing, or refusing sexual favours
- any unwanted physical touching, blocking, or impeding movement
- displaying of sexually offensive or derogatory pictures, cartoons, or other material
- displaying or sharing pornography in the workplace

See [Harassment](#), [Emotional Harassment](#), and [Physical Harassment](#), and [Racial & Ethnic Harassment](#)

Signing Authority

The officer or representative vested (explicitly, implicitly, or through conduct) with the powers to commit the authorizing organization to a binding agreement.

Speaking with One Voice

When a group of people express an opinion or decide something with [one voice](#), they all agree. No individual will speak against the opinion or decision publicly.

Sponsorship

Financial support received from an individual or organization that pays some or all costs involved in an event in return for advertising or for the right to use an opportunity or individual to promote the corporation's name, image, product and services, where both parties are committed to maximizing participation to achieve a mutually agreed outcome. Sponsorship is not a donation (in cash or kind) for which little or no commercial return is expected; nor is it hospitality, which is defined as the provision of entertainment, food and beverages for existing and potential clients in the expectation of commercial return.

DEFINITIONS

Standard of Care

Degree or level of service, attention, care, or protection that a person is expected to exercise. It is an objective standard reflected by what an average, reasonable person would do, or not do, in a given situation.

Standing Committee

A permanent committee that meets regularly.

Canadian Parents for French - Ontario (CPF Ontario) has four (4) Standing Committees:

- CPF Ontario Awards Committee
- CPF Ontario Bylaws & Policy Committee
- CPF Ontario Nominations Committee
- CPF Ontario Advocacy Committee

While Canadian Parents for French - National (CPF National) has two standing committees:

- CPF National Bylaws Committee
- CPF National Nominations Committee

(CPF Network) Strategic Plan

The *CPF Network Strategic Plan* spans a five (5) year timeline and is developed by CPF National with the support and input of provincial and territorial [Branches](#), [Chapters](#), [Teams](#), staff, and volunteer leaders based on four (4) strategic areas of focus:

- Youth
- [Members](#), [Volunteers](#), [Donors](#)
- Decision Makers
- Organization and Leadership Capacity

The *CPF Network Strategic Plan* is publicly posted on the CPF National website and informs the provincial and territorial [Branch Action Plans](#).

Succession Planning

The ongoing process of identifying, assessing, and supporting individual people's growth to ensure continuity in volunteer leadership positions for the Board, and in executive leadership positions such as the [Executive Director](#).

Teams

CPF Ontario Chapters and [Teams](#) are the ground-level face and heart of CPF Ontario activities. If a CPF Ontario [Chapter](#) doesn't exist in a community, volunteers can join

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forces with one or more interested CPF members to work directly with the Ontario Branch and form a CPF Team. The co-volunteers lead and coordinate a CPF-branded activity or event to benefit youth learning French in the community. Teams are not permanent. They exist for the duration of the initiative they are coordinating, although with the hope that they coordinate those initiatives annually and renew their team agreement. See [Chapters](#)

Terms of Reference

The document that defines the mandate, duties, and powers of any committee that is established and may prescribe the scope and limitations of an activity or area of knowledge, procedures, rules, policies, and including the deadline for completion of the mandate to be followed.

Third Party

A person or organization besides the two primarily involved in a situation.

Trademark

A symbol, word, or words legally registered or established by use as representing a company or product.

Training

Training is specific to a job being performed therefore, it is different for each position

Unbiased Data

The integrity of the data must be demonstrable, gathered from well distributed samples.

Volunteer

An individual who chooses to undertake a service or activity, not coerced or compelled to do this activity, who does the activity in service to an individual, organization or to assist the community, and who does not receive a salary or wage for this service or activity. See [Volunteer Profile & Records](#)

Volunteer Profile & Records

Any medium that contains information that has been created or gathered as a result of any aspect of the involvement of volunteers. See [Volunteer](#)

Voting Delegates

Members of CPF Ontario who make up the voting members at the [Annual General Meetings](#).

DEFINITIONS

Vulnerable Persons

A person who, because of their age, a disability, or other circumstances, whether temporary or permanent, is in a position of dependency on others or is otherwise at a greater **risk** than the general population of being harmed by a person in a position of trust or authority towards them.

Vulnerable Sector

See [Vulnerable Persons](#)

Web Analytics

The measurement, collection, analysis and reporting of web data for purposes of understanding and optimizing web usage.

Working Environment

Any location in which employees and/or **volunteers** are engaged in Canadian Parents for French business activities necessary to perform their assignments. This includes, but is not limited to, Canadian Parents for French offices and external venues, formal or informal social events, and CPF related travel.

Workplace Discrimination

The denial of opportunity, through the differential treatment of an individual or group. It does not matter whether or not discrimination is intentional; it is the effect of the **behaviour** that results in it being discriminatory. Discrimination can occur based on any characteristic protected by applicable law, including:

- **[Race or ancestry](#)**
- Colour
- Gender or gender identity
- **[National or ethnic origin](#)**
- Religion
- Age
- Physical or mental disability
- Sexual orientation
- Citizenship status
- Gender identity and expression
- Marital status (including single and same-sex partnership)
- Sex (including pregnancy and childbirth)
- Disability (broad range of physical and mental conditions)