

Languages Canada  
Langues Canada



LANGUAGES CANADA  
2016 –STRATEGIC DIRECTION

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# 1 INTRODUCTION

The *Languages Canada 2016 Plan* outlines the association's objectives, planned activities, and budget for the year. The association's primary mandate is to represent the sector and therefore the biggest investment of resources is dedicated to Advocacy at the federal and provincial levels. What was previously called marketing has become International Affairs, encompassing activities dedicated to supporting our members marketing and promotion efforts and our international relations that allow for cooperation and exchange and provide framework agreements between Languages Canada and foreign partners. As in the past, the marketing and promotion activities function on a cost recovery basis. We continue to invest in communications to support advocacy, international affairs, and member services, and 2016 will see an investment in media relations. French programs have a busy calendar at our annual conference and events in Montreal, the USA, Brazil, and Taiwan in addition to the release of a much anticipated market research report. This year's annual survey, the association's most important tool for advocacy and international affairs, has changed to an online format.

Serving members are eight Languages Canada staff:

- **Gonzalo Peralta**, Executive Director, Ottawa
- **Linda Auzins**, Director of Membership Services, Vancouver
- **Nathalie Samson**, Director of Public affairs, Quebec City
- **Charbel Moreno**, Manager of International Affairs, Toronto
- **Sarah Snowdon**, Communications Manager, Toronto
- **Maud Pinard Fréchette**, French Programs Manager, Montreal
- **Felicity Borgal**, Research and Special Projects Officer, Gatineau
- **Coline David**, Communications and Admin Assistant, Ottawa

The 2016 objectives are ambitious and cannot be accomplished without the support of members. The Ambassadors' Program aims to create a team of well-prepared and supported members to achieve our advocacy objectives. International Affairs will count on members for guidance and to help Languages Canada obtain a broader reach. World Student Day will need members to both organize and participate. Our success in social media and other communications platforms, on improving quality assurance, and on delivering what is important for members, whether French or English, public or private sector, will require more member involvement than ever.

In order to ensure that our efforts are well placed, we provide a breakdown of how the association's revenues are used:

AREA OF ACTIVITY	PROJECTS	OPERATIONS	TOTAL	%
Advocacy	\$95,490	\$288,306	\$383,796	33%
International Affairs	\$242,705	\$124,518	\$367,224	31%
French Programs	\$10,620	\$105,963	\$116,583	10%
Communications	\$109,550	\$103,123	\$212,673	18%
Membership and QA	\$10,000	\$69,052	\$79,052	7%
				99%

Note that International Affairs function on a cost recovery basis. When the revenues and expenses are eliminated from this category, over 50% of the budget is spent on Advocacy.

## 2 ADVOCACY

Advocacy is the primary focus of the association. This section presents the major advocacy initiatives at the national and provincial levels.

### 2.1 The Ambassador Program

By creating a dedicated, trained, and supported group of Languages Canada members to act as ambassadors for the association we aim to expand the reach of our advocacy efforts. LC Ambassadors will use the LC platform and messaging to interact with policy makers and media.

- Create the Advocacy Plan for ambassadors – **January 2016**
- Prepare templates to use by ambassador – **February 2016**
- Internal key messages for Federal and Provincial advocacy January – **March 2016**
- Have 25 members among board and advocacy committee members to be LC ambassadors and invite all selected ambassadors during the LC annual conference to a presentation – **February 2016**
- Prepare the presentation and webinar – **February 2016**
- Launch at LC Annual Conference—**March 2016**
- Facilitate reports from ambassadors – **March 2016**
- Push for advocacy actions from ambassadors -- **Throughout the year 2016**

### 2.2 Federal Advocacy Initiatives

#### 2.2.1 Fair Access to Work for International Students

Allowing international students fair access to work would be an excellent way to promote Canada and attract students, combining language education and work experience. Unfortunately, regulatory amendments to the International Student Program have resulted in the elimination of Language Co-ops and any other access to work for international students.

- Develop the positioning, arguments and language to be used – **January 2016**
- Establish and contact key targets (the Right Honourable Prime Minister Justin Trudeau, the Honourable Minister John McCallum, MPs) –**January 2016 to Spring 2016**
- Evaluate and determine further steps – **May 2016**

#### 2.2.2 Visibility Generates Strength

Languages Canada needs to strengthen its position within the government structure in order to be consulted and listened to in all matters relating to education, immigration, language and the promotion of Canada as a study destination.

- Make a presentation of the sector to Prime Minister Justin Trudeau – **Winter 2016**
- Invite Prime Minister Trudeau as a Keynote Speaker to the LC annual conference – **Winter 2016**
- Meet Minister of Immigration, Refugees and Citizenship Canada – **January 2016**
- Meetings with various MPs, Minister's Offices and Senators must be more frequent – **Throughout 2016**
- Identifying supporting MPs or Senators (Participate in their fundraising activities, etc) – **January 2016 and throughout 2016**
- Strengthen ties with CMEC – **Spring 2016**
- Strengthen ties with FPCCERIA – **Spring 2016**

### 2.2.3 Partnerships and Collaboration

Languages Canada will actively work with partners nationally and internationally in the education and related sectors.

- Share advocacy positions with Consortium members and coordinate advocacy efforts -- **Throughout 2016**
- Share LC advocacy positions with foreign associations and coordinate efforts -- **Throughout 2016**

## 2.3 Provincial Advocacy Initiatives

- Media presence and proactivity in communications (3 press breakfasts, a 2day TV report, participate in CBC radio shows) --**Throughout 2016**
- Drive positive legislation, regulations and policy changes in target provinces -- **Throughout 2016**
- Raise Languages Canada's profile and visibility in targeted provinces (Participate in consultations and representations) -- **Throughout 2016**
- Seek support from the provinces when organizing marketing and promotional activities-- **Throughout 2016**
- Strengthen ties and work closely with provincial education agencies and public servants-- **Throughout 2016**
- Strengthen ties and work closely with large cities to organize visible activities-- **Throughout 2016**

*Situations in some provinces require our more immediate attention, and specific action plans:*

### 2.3.1 Québec

- Bring affiliation to private members to use partner's DLI -- **January 2016**
- Raise visibility, profile and influence in Québec -- **Throughout 2016**
- Seek positive environment through legislation -- **Throughout 2016**
- Work towards an agreement with Copibec -- **Summer 2016**

### 2.3.2 British Columbia

- Obtain designation requirements for LC members that support growth and innovation for the sector— **From now to April 2016**
- Seek specific legislation recognizing language education as a distinct sector—**January-February 2016**
- Next provincial election (Prepare Key Messages and "Asks", identify political programs, identify key ridings— **May 9, 2017**

### 2.3.3 Ontario

- **Day on Queen's Park, May 9 2016**
- Introduce legislation conducive to growth and innovation
- Letter campaign by LC and members to Ontario Liberal Party MPPs
- Presence in media
- Comments on the proposed legislation
- Participation in parliamentary commission

## 3 INTERNATIONAL AFFAIRS

In the first years Languages Canada devoted promotion internationally to activities supporting the recruitment efforts of members. In the last two years, the association has also been active in international promotion activities that are supporting institutional partnerships and involve work with foreign governments and representative bodies. These two areas now come together under *International Affairs. Marketing and Promotion* is devoted to recruitment and promotion activities to enhance the export potential of the sector and our members. *International Relations* is devoted to activities that support the standing of the sector, allow for cooperation and exchange, and provide framework agreements between Languages Canada and foreign partners.

### 3.1 Marketing and Promotion

#### 3.1.1 Agency Activities

Trade Commissioners, members and partners see an increase in language education opportunities in other sectors.

- Explore and inform agents how they can help LC members contact local industry
- create an information package on how LC members can take advantage of these opportunities
- conduct seminars on industry training.
- Create an LC agent recognition system.

#### 3.1.2 Research Initiatives

- **Visa and immigration data** - Improve knowledge of existing data sources on immigration issues, request increased data from CIC on study permits issued to individuals by source country AND type of course
- **Visa issues** - Increase member involvement in submitting visa rejection letters, better tracking of visa rejections for trends and research purposes, improve ties with visa offices overseas and in Canada
- **Market Research for French programs** - StudentMarketing is currently working on researching markets for French programs. This research will include student mobility to four francophone language education destinations: France, Canada, Switzerland and Belgium.

#### 3.1.3 Trade Missions

- Create unique opportunities for our members
- Enhance our association's visibility
- Provide accurate market intelligence to our members
  
- **European Hub Trade Mission**
- **Trade mission to Colombia**
- **Mini trade mission to Taiwan**

### 3.1.4 Workshops, Fairs, and Conferences

#### ICEF Workshops

- Toronto: May 12 to 14 2016
- Berlin: October 30 to November 1 2016
- Miami: December 5 to 7 2016

#### ACTFL – Activity for French Programs

The American Council on the Teaching of Foreign Languages is dedicated to the improvement and expansion of the teaching and learning of all languages at all levels of instruction.

LC will: Promote Languages Canada members at low cost, network with people in the language sector, initiate partnerships

### 3.1.5 Working With Trade Commissioners

- Develop a system and process to work with LC members and Trade Commissioners, inform Trade Commissioners about how to work better with LC members, webinar for LC members to brief them about opportunities with TCs.

### 3.1.6 Digital Presence

- Align marketing plan with Languages Canada Communications Management on the following tools: Apps, Social Media, Referrals

## 3.2 International Relations

### 3.2.1 Partnerships and Bilateral Relations

- Maintain activities under MOU with the Ministry of Education in Brazil
- Explore agreements with other countries
- Collaborate with agency associations

### 3.2.2 Events

- Canada-Brazil Forum on Language, Education and The Workforce
- AATF – Activity for French Programs
- Forum HÉRACLÈS:
- AGENT SUMMIT: Meet with provincial government representatives
- Explore the possibility of creating a Forum in Mexico



## 4 COMMUNICATIONS

After a challenging year in 2015, Languages Canada is now in a favourable position to leverage new communications tools to improve its visibility with new government stakeholders. Our aim: change federal regulation to allow international language students to work, increase profile in the media, launch mobile apps and microsite, Launch CRM, improve our overall value offering for members. The focus for Languages Canada communications is to support:

- advocacy
- membership
- international affairs & marketing/French programs
- sector data & research/Research & innovation

### 4.1 Overarching Objectives

- Have successful media impact, raising the profile of the sector and the association beyond the limited world of international education in Canada
- Communications streamlining
- Launch new tools to support international affairs, advocacy, and membership services
- Launch tools for data management

### 4.2 Corporate Communications

- Develop newsletter templates
- Streamline communications
- Explore tools for data management and business intelligence

### 4.3 Social Media Marketing

- Continue work started in 2014-15 (resulting in increasing our combined social media community by 45 per cent)
- This year, our strategy will focus on the use of paid social media and video to reach target audiences

### 4.4 Video Strategy

- New YouTube look and feel to align with our other social channels and website
- Produce LC-branded videos
- Promote ongoing marketing activities with videos
- World Student Day video contest

### 4.5 Mobile Apps

- **In Feb/March 2016**, LC will launch and promote mobile apps for the following markets: Brazil, China, Turkey and Vietnam. We will employ a paid social media campaign, Media relations & PR communications to promote these apps.

## 4.6 Media Relations & PR

- Proactive media relations to build and nurture relationships with journalists and bloggers
- Attend networking events and luncheons to support relationship building
- Work with external consultancy to support our media and public affairs strategy
- Build and maintain a robust media and government contact list
- Invite journalists and government stakeholders to key events
- Engage with journalists and bloggers through targeted pitch letters and social media
- Promote LC's marketing activities in local/national/international markets
- Use Canada Newswire to distribute press releases, social media releases and matte stories when appropriate

## 4.7 World Student Day

- This year's media strategy will centre on following students along their journey from immigration to the workforce highlighting the importance of language education

## 4.8 Our Brand

- Focus group – **March 2016**
- Complete internal/external core messaging – **March 2016**
- Complete suite of branded materials – **April 2016**
- Create brand (core values) posters and collateral for members – **May 2016**
- Brand guidelines – **July 2016**

## 5 QUALITY ASSURANCE

Quality assurance continues to be a fundamental element for the association. In normal times, it is a dynamic endeavour as Languages Canada strives to create a fair and responsive environment for the sector and members. However, these are not normal times. After decades of ignoring the sector, provinces have in the last years jumped into the regulatory oversight position. The fundamental question for Languages Canada is what position do we want to take in relationship to government oversight, and how will quality assurance support our position.

### PRINCIPLES

- In conjunction with the laws and policies of the association, provide a quality assurance framework that protects students
- Set the standards for the sector and ensure they are up to date with international standards and support provincial/federal regulatory requirements
- Support continuous quality improvement for members
- Standards are dynamic to accommodate the changing environment of members

### OBJECTIVES

- Continue work at international level with QALEN
- Update standards as required and ensure accreditation scheme is updated
- Explore whether recognition for higher quality is of value to the association and the sector and, if it is, ways it could be achieved
- Research evaluation of financial viability and reporting as part of standards and accreditation scheme
- Explore ongoing standards compliance checks to ensure programs meet accreditation criteria

## 6 MEMBERSHIP

While Languages Canada continues to provide ever-increasing services to members, the association strives to reach out to better understand its members so that it can provide additional value for all sectors.

### PRINCIPLES

- Provide value add to members
- Improve member understanding of sector
- Support continuous quality improvement

### OBJECTIVES

- Create and communicate a clear value proposition for members
- Ensure the value proposition is delivered across all member segments
- “Get to know” member campaign to deepen understanding of member needs and connect with the right staff at member programs
- Evaluate and implement new sponsorship objectives and offer

## 7 FRENCH PROGRAMS

Advocacy for French programs and for Quebec programs are priorities for the association. Research and innovation in language teaching are essential to ensure the quality, but also for the growth of our French member programs. Given the lack of information on French as a foreign language, it's important to spearhead studies and research to better understand the sector.

### 7.1 Advocacy

- Ensure that the affiliation agreement allows members to receive students for six months or more
- Obtain fair access to work rights (federal) for international language students
- Request recognition of the language education sector in the laws of Quebec
- Work with education partners to increase awareness of member programs
- Work towards the establishment of an agreement with Copibec for private program members in Quebec

### 7.2 Activities in Canada

#### ***Languages Canada Annual Conference – March 2<sup>nd</sup> – 5<sup>th</sup> 2016 – Victoria, BC***

- Provide presentations and events that meet the needs of French programs on the same basis as English programs, establish a roundtable helping with the promotion of French programs.

#### ***Exchange forum on the French language – FEFLE - October 2016 – Québec***

- The FEFLE forum brings together various French actors such members and non-members of Languages Canada, government representatives, and representatives of the Francophonie in Canada and abroad.

#### ***Webinars***

- "How to work with trade commissioners"
- Professional Development
- Present results of research and reports
- Marketing opportunities
- Information on changes in policy and immigration

## 7.3 International Affairs

### 7.3.1 Marketing and Promotion

#### Market report for French programs

- Collect and evaluate statistics and existing information in the French language market
- Obtain information on the countries of origin and current market trends
- Develop tools and possible solutions to overcome shortcomings, generate revenues

#### **ACTFL: American Council on the Teaching of Foreign Languages: November 18-20 2016, Boston, MA**

- Ensure strong representation of French programs and Languages Canada
- Promote French member programs of Languages Canada at low expense
- Networking with representatives of French language education
- Initiate partnerships with associations or schools

ICEF - Explore and promote francophone representation at ICEF.

**Mini Trade Mission to Taiwan** - The growing interest in learning French in Taiwan is represented by an annual growth of 10-15% of Taiwanese students leaving to study in France in recent years. This is a market that Languages Canada should consider.

### 7.3.2 International Relations

#### **BRAZIL-CANADA FORUM on Language, Education and the Labour Market & Francophonie Week : March 20- 22, 2016, Sao Paulo, Brazil**

- A joint effort between Languages Canada, Universities Canada, Colleges and Institutes Canada, and the Ministry of Education of Brazil through FAUBAI and Idiomas sem Fronteiras.
- Increased bilateral mobility partnerships between the two markets, and highlight the importance of language in these efforts.

#### **AATF: American Association of French Teachers: July 3-6, 2016, Austin, Texas**

- AATF is the only trade association devoted exclusively to the needs of French teachers at all levels.
- Promote the study of the French language, literature and culture in schools and among the general -French-language public by actively participating at this event.
- Support our members, strengthen our francophone network and create partnerships.

#### **HERACLES: November 15 - 17, 2016, Phuket, Thailand**

- All Languages Canada French University members are automatically eligible to participate in the Forum HERACLES.
- Exchange and explore new dynamics, make our academic members the distributor of knowledge and education for all members of Languages Canada.
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## 8 BUDGET 2016

### Languages Canada Association 2016 BUDGET

#### REVENUES

ITEM	2016 BUDGET		2015 BUDGET AND RESULTS			
			ESTIMATED RESULTS		BUDGET 2015	
<b>Membership Fees</b>		<b>681,950</b>		<b>675,820.50</b>		<b>676,000</b>
Conference Fees -- 2016	79,000		77,994.99		56,575	
Conference Sponsorships -- 2016	62,250		58,562.31		40,850	
Conference Expenses -- 2016	110,000		-81,502.50		-65,000	
<b>Conference Net Profit / Loss</b>		<b>31,250</b>		<b>55,054.80</b>		<b>30,000</b>
Grants - DFAIT / PCH						<b>0</b>
Advertising Revenue	10,000		9,000.00		0	
Agency and Industry Activities	3,000					
FAM Tour Revenue	0		21,597.33		57,700	
Trade Mission Revenue	186,470		88,075.00		188,600	
Fairs revenue	0		0.00			
Scholarships	0		0.00		6,000	
Forums and other events	74,455		8,545.00		15,000	
French program activity	11,290		0.00		41,000	
<b>International Affairs Revenue</b>		<b>285,215</b>		<b>127,217.33</b>		<b>308,300</b>
<b>World Student Day Revenue</b>		<b>44,000</b>		<b>29,785.00</b>		<b>50,000</b>
<b>Sponsorship Revenue</b>		<b>29,000</b>		<b>26,250.00</b>		<b>60,000</b>
<b>Partnership</b>		<b>17,500</b>		<b>16,325.00</b>		<b>24,250</b>
<b>Interest Income</b>		<b>4,500</b>		<b>4,877.30</b>		<b>4,500</b>
<b>DFATD GOA (2015/16)</b>		<b>12,651</b>		<b>28,418.00</b>		<b>5,700</b>
<b>DFATD GOA (2015/16)</b>				<b>94,214.00</b>		<b>84,000</b>
<b>DFATD GOA (2016/17)</b>		<b>78,863</b>				
<b>Misc. Revenue</b>		<b>9,125</b>				
<b>TOTAL REVENUE</b>		<b>1,194,054</b>		<b>1,057,961.93</b>		<b>1,242,750</b>

#### EXPENSES

ITEM	2016 BUDGET		2015 BUDGET AND RESULTS			
			ESTIMATED RESULTS		BUDGET 2015	
<b>Payroll Expense, including benefits</b>		<b>636,940</b>		<b>549,550.33</b>		<b>608,905</b>
<b>Administrative Expenses</b>						
Accounting, Audit & Legal		<b>20,000</b>		<b>9,715.52</b>		<b>20,000</b>
<b>Advocacy &amp; Affiliations</b>						
Federal	13,301				61,946	
Provincial	18,680				50,448	
World Student Day Expenses	39,450		32,131.07		32,988	
Ambassador Program	317					
Programmes français	3,592					
Consultants			102,150.00			
Representation Travel			38,987.13			
Advocacy Research			5,639.45			
Committee	524					
<b>Total Advocacy &amp; Affiliations</b>		<b>75,340</b>		<b>178,907.65</b>		<b>145,382</b>

Bank and Credit Card Charges		4,500		4,313.68	3,500
Insurance		3,600		3,473.00	4,000
<b>International Affairs and Promotion</b>					
Agency and Industry Activities	2,500				
Advertising			6,757.88	0	
Promotional Material			2,088.05	0	
Outreach Activities	0		3,474.52	5,700	
Trade Shows	13,000		17,031.25	21,870	
Foreign Government Visits			3,271.91	0	
Exploratory missions	0		498.41	22,140	
Trade Missions and events	141,806		150,034.91	157,285	
FAM Tours	0		22,480.58	54,325	
Forums and other events	74,779		5,104.70	23,000	
French program activity	10,620		20,851.47	50,000	
<b>Total International Affairs and Promotion</b>		<b>242,705</b>		<b>231,593.68</b>	<b>334,320</b>
<b>Communications</b>					
Website	20,000		72,166.00		
Translation	20,000		17,569.77		
Communications Expenses	4,950		23,764.70		
Advertising and Social Media	26,000				
Public Relations and Media	28,600				
Collateral and Printing	10,000				
<b>Total Communications Expenses</b>		<b>109,550</b>		<b>113,500.47</b>	<b>129,300</b>
Memberships and governance		600		476.51	600
Courier & postage		2,000		1,706.43	2,000
<b>Office and general</b>					
Office Supplies and Equipment	3,000		3,153.94	4,000	
Miscellaneous	4,300		1,865.58	3,000	
Printing and Copying	0		853.32		
<b>Total Office and General</b>		<b>7,300</b>		<b>5,872.84</b>	<b>7,000</b>
Professional Development Fund		8,500		7,210.52	8,500
Recruitment Expenses		0		1,141.47	2,000
Scholarship Expenses		0		6,454.72	
Telecom		18,000		17,057.68	15,000
Travel		30,000		27,230.10	20,000
Contingency Fund		10,000		0.00	15,000
<b>Total Administrative Expenses</b>		<b>532,095</b>		<b>608,654.27</b>	<b>706,602</b>
<b>Total Administrative Expenses, including Payroll</b>		<b>1,169,035</b>		<b>1,158,204.60</b>	<b>1,315,507</b>
<b>Total Administrative Expenses, including Payroll</b>		<b>1,169,035</b>		<b>1,158,204.60</b>	<b>1,315,507</b>
<b>EXCESS OF REVENUE OVER EXPENSES</b>		<b>25,018</b>		<b>-100,242.67</b>	<b>-72,757</b>